

Annual Report 2018



Map of Coverage

KDFC transmits its programming from five transmitters—KDFC 90.3 San Francisco; KOSC 89.9 FM Wine Country; K223AJ 92.5 Ukiah-Lakeport; KXSC 104.9 FM Silicon Valley; KDFG 103.9 FM Monterey

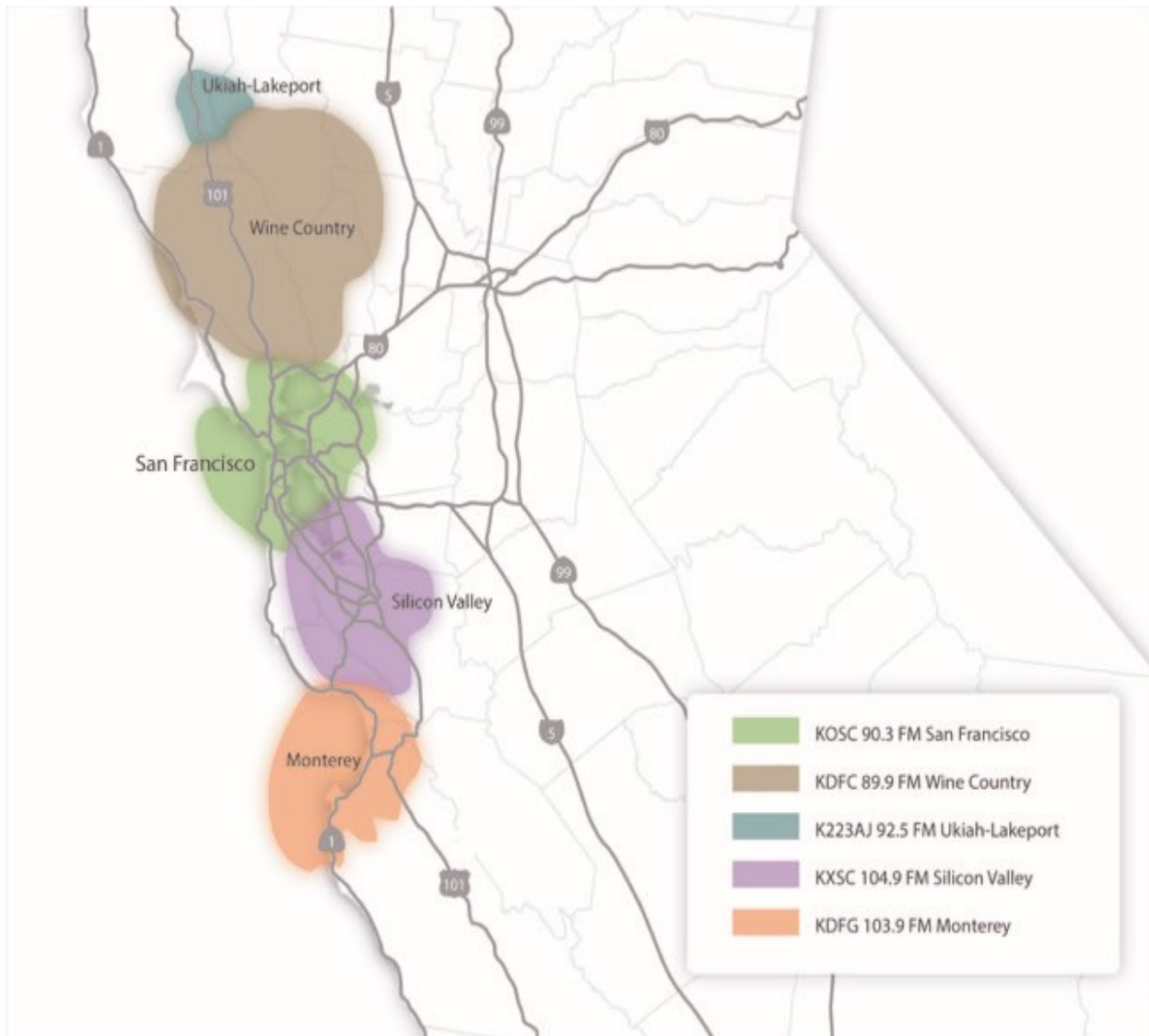


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KDFC Mission

To make classical music and the arts a more important part of more people's lives by presenting high quality classical music programming, and by producing and presenting programming featuring the arts and culture of Northern California.

Classical KDFC President, Bill Lueth



Seven short years ago KDFC transitioned from a commercial radio station to a listener-supported radio non-profit organization.

We are grateful to now be welcomed as a true arts treasure for the entire Bay Area, from Ukiah in the north and as far south as Monterey/Carmel in the south.

Our partnerships with local arts groups have flourished, and we have committed to moving the KDFC offices and studios to the center of the San Francisco arts district, located near Davies Symphony Hall and the San Francisco War Memorial Opera House, where we will be poised to embark upon exciting new ventures with young talent and provide access for our supporters to renown artists coming to town.

In September 2017, KDFC lost a legendary announcer to retirement when Bay Area Radio Hall of Famer Hoyt Smith stepped away from the mic. He is sorely missed, but Ray White and Robin Pressman have seamlessly filled the void, with the assistance of Dianne Nicolini, Rik Malone, and the rest of the on-air staff. We hear daily from listeners that the soothing companionship of these local friends bringing dependable, curated classical music to 400,000+ each week transforms their day. We are inspired.

Our mission to make classical music and the arts a more important part of peoples' lives embraces listeners of all ages and extends beyond the radio station itself. Almost 3,000 members of the public, primarily young families, participated in the second KDFC Kids Discovery Day at the San Jose Tech Museum in February. Many local arts groups joined with the museum to create a fun, interactive day around tech and music. It made for a wonderful community event...and everyone received complementary entry by mentioning KDFC! Another Kid's Discovery Day is planned for 2019. We also launched our first Playground Pop Up Concert for inner city schools, bringing the joy of live classical music to children who might not otherwise be exposed to this great art. Read on for more.

September 1, 2018 marked the 70th anniversary of KDFC's first broadcast. The commercial station on 102.1 FM built a legacy of accessible 24/7 classical music under these iconic call letters from Beacon Hill in Sausalito. While the dial position has changed (our 90.3 signal still transmits from this same site), KDFC remains a beacon for the arts and classical music in

Now as a non-profit public radio station, KDFC nurtures a community of music lovers that support the organization's growth and its power to offer beauty, solace, and great music at the push of a button. With the generous support of passionate listeners, local classical radio can and does make a positive difference in the life of our community. As KDFC moves into our 71st year and into our new home in the not-too-distant-future, we remain committed to transforming lives of music lovers in the Bay Area.



Bill Lueth and
Matthew Shilvock, General Director
San Francisco Opera

A handwritten signature in black ink, appearing to read 'Bill Lueth'.

Bill Lueth and
some members
of the team
Celebrating
KDFC's 70th
Birthday!



Content Highlights

This was a year of transition for KDFC's Content Department as we said farewell to two valuable team members and hello to a new face (and voice). We also continued to expand our playlist by "spicing it up" with more choral and vocal selections, music from films and video games, and melodic contemporary music to enhance our core repertoire.

Hoyt Smith, who had anchored mornings on KDFC since 1998, eased into retirement at the end of September 2017, although he couldn't avoid the rousing send-off our listeners gave him. His final day was one of the most successful of our entire Fall 2017 Membership Drive! Hoyt spent several months traveling, but has poked his head in now and then, and even helped out with our Spring Drive.

While we were sad to see Hoyt go, we were delighted that Ray White agreed to take over the Morning

Morning Show with Ray White



Show. Ray had hosted KDFC's Afternoon Home Stretch since our transition to public radio in 2011, and was a natural fit for the Morning Show. His appetite for coffee has been one of his biggest assets as he has made the transition!

Afternoon Home Stretch with Robin Pressman

The Afternoon Home Stretch has been



filled by Robin Pressman, who moved up from overnights. Robin has added a warm, calming presence to the Home Stretch, including the recently expanded "Island of Sanity" at 5 p.m.

Blake Lawrence has moved across the hall from the Production Studio to the Programming Suite, adding Music Programmer to the rack of hats he wears on the operations side of the station. Blake brings a wealth of programming experience in a variety of music formats. His spot in Production has been taken by Stephen Page, a Bay Area radio vet who worked most recently producing podcasts for CBS Interactive. You will be hearing his mellifluous voice on KDFC in the near future!

KDFC began July with a bang by celebrating American composers, conductors and performers on Independence Day. On July 5 we kicked off a summer of musical



Getaway Wednesdays

travel with the first of our Getaway Wednesdays, which continued through August. Each Wednesday we took listeners to a different musical destination every hour, from states (like California and New York)

to states of mind (Out for a Walk, On the Train, Gone Fishin'). We visited all seven continents (yes, including Antarctica), putttered around in the Garden, went for a River Cruise, a Caribbean Cruise and even a Pub Crawl! Along the way we collected listeners' comments and suggestions and encouraged them to post pictures on—



Love at First Listen

social media of where they were listening, or where they themselves might be travelling over the summer.

My Favorite Things

In October, we brought our audience back into the mix for a week with KDFC's second annual *Love at First Listen*. Listeners sent us their reminiscences of the pieces that first got them hooked on classical music. We then played their suggestions and read their stories over the air and posted them online.

KDFC's year-end wrap-up began on December 4 with *My Favorite Things*, a week-long spotlight of our announcers' favorite recordings of the year. As we began working our *Sounds of the Season* into our daily programming, Rik Malone featured longer-form holiday music on KDFC Tonight, including Tchaikovsky's complete *Nutcracker* ballet, Britten's *Ceremony of Carols*, William Henry Fry's *Santa Claus Symphony*, and Handel's complete *Messiah* on the San Francisco Symphony broadcast the Tuesday before Christmas. On Christmas Eve at noon, we began our annual KDFC Christmas, 36 hours of holiday music through Christmas night.

Classical All-Stars

The New Year began with KDFC's annual Classical All-Stars, our listener-chosen countdown of their favorite pieces of classical music. The voting had begun just after Thanksgiving, the results were tallied and, once again,

Beethoven's 9th Symphony finished at Number 1!

KDFC Goes to the Movies

In February, KDFC put the spotlight on the Academy Awards by going to the movies for a week, featuring scores from different movie genres at the top of each hour, including *High Adventure* (Science Fiction, Westerns and thrillers), *KDFC Goes to the Movies*, *You Are There* (movies based on historical events) and Classical Music and Classic Literature. Once again, our listeners had fun on-line with their own stories and suggestions.



The Great Outdoors

In March we took listeners to the Great Outdoors for the first week of Spring as we helped them plan their weekend and summer getaways with a week of music celebrating field and stream, flora and fauna, rain and shine, while inviting them to show us, online, what Spring looked like wherever they were. We marked Memorial Day with music of tribute and remembrance, by American composers and composers who lost their lives on the battlefield.

Throughout the year, KDFC spiced up our programming mix with music to celebrate special days like Mothers' Day and Fathers' Day, Bastille Day, St. Patrick's Day, and Earth Day, International Women's Day and the California Day of the Teacher, along with composer birthdays.

Content Highlights

On-Air Promotions

Metropolitan Opera

KDFC is also the Bay Area home for the prestigious Metropolitan Opera broadcasts on Saturday mornings from December through May, and the award-winning, nationally-syndicated program *From the Top*, which features talented young performers from around the country. This year, as in the past, *From the Top* included several young musicians from the Bay Area, in shows that were sponsored in part by KDFC and its listeners.

Special programming included our Tuesday night broadcasts of the San Francisco Symphony (complete concerts recorded live at Davies Symphony Hall); we also broadcast the Symphony's Opening Night Gala concert live on September 14 and their 2018-19 season with a special *KDFC Tonight* on March 5.

The Sunday Evening Broadcasts

Sunday nights feature programming with a local flavor, including a new monthly show of opera highlights hosted by our own President Bill Lueth and the San Francisco Opera's General Director, Matthew Shilvock. Each show features a different theme and includes recordings of past opera productions and previews of upcoming performances.

The San Francisco Symphony Tuesday Night



Bay Area Mix

We also showcased the renowned Philharmonia Baroque Orchestra, in historically-informed performances recorded live; and our magazine program, *Bay Area Mix* (airing September through June), featured live recordings of ensembles and performances from around the region.

Bay Area Mix featured 22 different ensembles or presenters this year, including:

- Vocal music by *Chanticleer, Kitka, Gaude*
- *the San Francisco Girls' Chorus and Capella SF*
- Orchestral performances by the Berkeley, California, Redwood, Peninsula and Santa Rosa Symphonies
- The San Francisco Symphony Youth Orchestra
- The Berkeley Community Chorus and Orchestra and the Midsummer Mozart Festival
- Chamber music by the Alexander String Quartet, Quartet San Francisco, the San Francisco and New Century Chamber Orchestras and Voices of Music;
- Solo recitals at the Steinway Society, the Valley of the Moon Festival, Music in the Vineyards and the James Toland Opera Competition.

- * *I just started listening to KDFC a couple of weeks ago. I drive for a living and was getting bored with the same songs over and over, practically on a loop. Ever since discovering KDFC not only have I not yet heard the same thing twice but I can't change the station. Just wanted to say thank you and I'm a fan for life.* **Rick F.**
- * *I am already a long-time member of KDFC and want to thank you again for the wonderful service you provide for all of us. In this troubled world, I can always count on some moments of peace and enjoyment when I listen to KDFC. Not only is your music programming excellent, but your announcers are outstanding! One can't stay in a bad mood with all of you as part of my "family."* **Kathie**
- * *When Blake used to be on most nights I would turn the volume down when the music came on to get some sleep and when he was talking turn the volume UP... LOVE HIS HUMOR AND COMMENTS...THANKS!!!* **Jeanne G**
- * *I listen to classical KDFC because no matter what is going on these days, the music makes me feel energized, elevated, and joyful. Also love listening to our KDFC DJs. Thanks, all!* **Alice, San Jose**
- * *My wife and I really enjoy where you've taken KDFC. I've been listening to classical music since I was ~12 and this is the best approach and programming I've heard yet.* **Robert H**
- * *I listen daily to your broadcasts and wanted to congratulate Robin Pressman on the fine job she does! I have really been pleased by her thoughtful discussion of the music and by the music choices themselves.* **Kathleen**
- * *Diane Nicolini has just made my day. She has played two of my all-time favorite pieces in one day: Rachmaninoff's Piano Concerto #2 in C and Beethoven's 5th symphony. Just wanted to say thank you!* **P.C.**
- * *I have KDFC on from the minute I wake up to the minute I turn out the lights and go to sleep. Every day of the year.* **Justin H**
- * *When do you listen to KDFC? Simply put, your mix of music and the way you give back to the musical community. My office mate and I would listen all the time when we wanted to be transported to "someplace else".* **Ted, Victoria, BC**



- * *Thank you very much for playing my Valentine's Day movie music request. I just happened to walk through my front door and turned on the radio at the moment you started to play this. I sat down, closed my eyes, shed a few tears, got chills, and felt joy all at the same time. Oh, the power of music!* **Amanda**
- * *Just wanted to say I'm enjoying Getaway Wednesdays. Although I'm not attentively listening (I listen all day at work), when I do listen to information about the upcoming work, I also learn something and it lets me think of somewhere else however briefly.* **Karen G.**
- * *Thank the gods of intellectual discourse so much for you and your smart colleagues who continuously produce wonderful classical music programming responsive to your expanding audience.* **Ron M.**
- * *I was brushing my teeth today during the last few minutes of Beethoven's First today, at the end of Hoyt Smith's programming. The results were excellent--don't know when my teeth have felt so clean after brushing. I recommend that all parents have their children brush to Beethoven's First. Expect excellent results. Please pass this along to the American Dental Association!*
- * **Dale, Miami, Florida**
- * *I grew up listening to classical music every night during dinner. My father only liked symphonies by Beethoven, Brahms, etc., so by listening to KDFC my classical tastes have expanded. I have even hooked a friend who lives in a very rural ranching community in Kansas onto KDFC so I don't miss any classical music when I visit her. Thank you for a wonderful station.* **Nancy, Moraga**
- * *More than ever it is important to have classical music available, commercial free for people to enjoy. I take great pride in knowing that I am helping to keep these great works of art, old and new, relevant and available for all to enjoy.* **Tara, Marina**

Community Engagement

KDFC deepened its efforts to expose children to classical music and the arts by focusing on four initiatives: a free children’s music festival called *Kids Discovery Day at the Tech Museum of Innovation in San Jose*; a two-week musical instrument drive for children at schools that lack the resources to provide them instruments; a high school choir competition; and a new collaboration project, called *Playground Pop-Ups*.



Kids Discovery Day at the Tech Museum in San Jose

On February 25, 2018, we presented our second *Kids Discovery Day at the Tech Museum of Innovation* in San Jose. This music festival featured live classical performances tailored to kids, from the Friction String Quartet, a tuba and accordion duo; a Brazilian-tinged chamber ensemble; and a trio from the San Francisco Conservatory of Music. KDFC hosts introduced the musical acts and broadcast live from the event for four hours, featuring interviews with participating music organizations such as Music in Schools Today (MUST), Music for Minors, and the San Francisco Opera (SFO).



In addition, MUST hosted an instrument petting zoo as well as musically-themed arts and crafts workshops; SFO helped kids figure out their vocal ranges, and Philharmonia Baroque musicians showcased their period-style instruments.



As was the case with the inaugural Discovery Day in the fall of 2016, attendance at the Tech was above average. A typical Sunday draws about 1,000 visitors. With the free admission promoted on KDFC’s airwaves before and during the week of Discovery Day, we drew more than twice the average attendance, about 2500 people. It was especially gratifying to see little kids approach our hosts and recognize their on-air heroes. We’ll return to the Tech in 2019 for another Discovery Day, and we’re exploring a similar event at a museum in San Francisco.



Community Engagement

Local Vocals High School Choir Competition

Tens of thousands of online votes poured in for the Bay Area-wide contest, a partnership with the popular, nationally syndicated public radio program *From the Top*. The winner, Palo Alto's Gunn High School Choir, performed at UC Berkeley's Zellerbach Hall for a *From the Top* concert in March. The performance aired later in the spring on more than 250 radio stations. We love the synergy of calling attention to the fine music programs in Bay area schools, and expanding our on-air and online listening among the kids themselves and their parents.

Instrument Drives

KDFC collected more than 200 musical instruments during our November 2017 drive, which is heavily promoted on air and on the web. Again, KDFC partnered with San Francisco-based Music in Schools Today (MUST). Since our first public radio instrument drive in 2016, nearly 1,000 instruments have been distributed to school music programs in need throughout the Bay Area. For the fall drive, we singled out schools in the Santa Rosa and surrounding areas affected by the fires this past fall.



Playground Pop-Ups

This new initiative brings live informal concerts by first-rate professional musicians to elementary school playgrounds at schools that lack the resources for robust arts and music programs. Our pilot Bay area Pop-Ups took place in late Spring 2018 at two Oakland Elementary schools: Franklin and Manzanita SEED, both part of the Oakland Unified School District. Members of the Oakland Symphony played engaging and highly interactive programs; we also provided teachers with curricular materials that they used in the classroom the week prior to the performances. More than 160 children enjoyed and participated in the concerts. The arts supervisor of the Oakland Unified School District has requested many more of these concerts to spread the joy to other underserved school sites in the district.



Underwriting/Sponsorship

During the last year, the Classical KDFC Underwriting and Sponsorship team strengthened its sponsorship opportunities with the local arts community, connecting community organizations with a culturally active audience. The team is also working with commercial sponsors. Classical KDFC's Underwriting and Sponsorship effort plays a vital role in providing necessary funding for station programming while still maintaining a non-commercial, informative presentation.

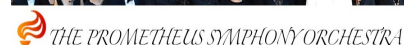
Supporting the Arts ... Engaging the Community

The classical KDFC Underwriting and Sponsorship team worked successfully with some of the Bay Area's most respected organizations via special broadcast, digital and community/experiential events, bringing the Arts **to** the people and the people **to** the Arts:

- Tuesday Night San Francisco Symphony Broadcasts
- *Opera in the Park, Opera in the Ballpark, and Night at the Opera*, San Francisco Opera
- Philharmonia Baroque *Season Pass*
- *KDFC's Big Night Out* – Over 30 Performances!
- Chanticleer *40th Anniversary Concert Broadcast*
- Peninsula Symphony *Family Concert*
- Western Ballet – *La Luna*



Arts and Corporate Sponsors

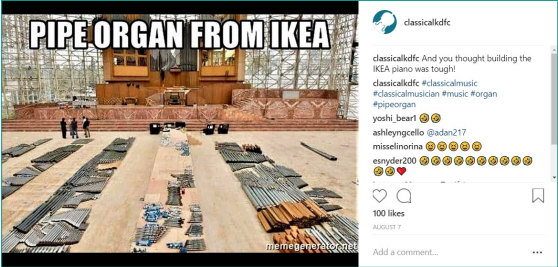
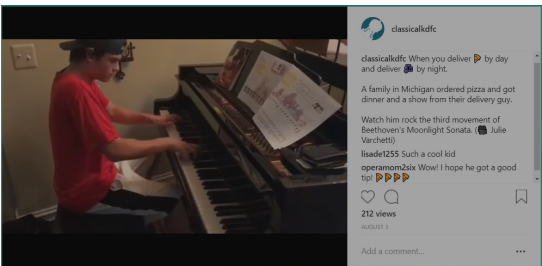


Social Media

Whether it's Facebook, Twitter, or Instagram, we're always looking at new ways to reach out beyond the radio to interact with our listeners as well as find new ones. Several times each day, KDFC announcers post to various social media platforms, sharing beautiful photos, surprising videos, fun trivia, and informative announcements. Social media is also a great way for listeners to talk directly with the hosts and staff, ask questions, and chat with fellow listeners. We know how important that is, so this spring we started developing a new plan, including dedicated staff, to make sure we're doing our absolute best to be present, engaging, and helpful on all our social media platforms.

Find Us on Facebook! Don't Forget to Tweet!

While we've long been active on Facebook and Twitter, this summer we started a dedicated campaign of posting to Instagram as a way to reach younger listeners, crafting a voice unique to the medium. As a classical station always searching for new ways to find the next audience, we take great pride in knowing that about 60 percent of our followers on Instagram are under 45 years old. The future looks bright. All told, via Facebook, Twitter, and now Instagram, KDFC is currently reaching over 26,000 followers and counting.



Engineering

Northern California Wildfires

The Tubbs Wildfire that occurred in Napa county last October was a concern for KDFC’s team as it directly threatened the 89.9 tower site at Mt St Helena (near Calistoga). The fire damaged various mountain top radio facilities within a quarter mile of KDFC’s broadcast tower installation, but thankfully the fire stopped short of this location. The fire did damage nearby mountain top PG&E lines which powered 89.9 and other broadcasters, but resulting downtime was only for a few days as back up generators were available and allowed KDFC to restore its signal in short order.

We’re very happy that KDFC equipment survived, but sad that so many lost homes and businesses because of this fire. We’re pleased that we were able to restore our signal in short order and hopefully this allowed for some respite from bad news and inspiration for a hurting community in Napa and Santa Rosa which were hit hard.

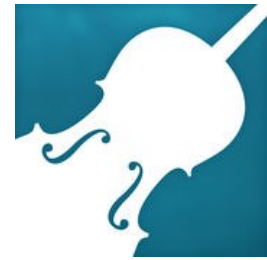
Routine facility reliability projects included repairs to our 90.3 San Francisco back up power generator systems for our Beacon Hill/90.3 tower site. Additionally, we were able to replace a radio equipment cooling system at 104.9 in Sunnyvale/San Jose. Projects like these allow us to keep the music coming in more circumstances like adverse weather conditions and one step ahead of inevitable shut downs due to wear and tear of equipment that needs to operate 24 hours a day, 7 days a week and 365 days a year.



104.9 KXSC—Sunnyvale/San Jose Tower

KDFC Interactive

Last year, we unveiled a newly redesigned KDFC.com. This year, we've focused on making KDFC.com more interactive than ever. KDFC.com now includes near-daily blogs from your favorite hosts as well as new takes on classic features such as KDFC's Classical All-Stars Top 100 Countdown and more. Last winter, we received over 130,000 votes for KDFC's Local Vocals High School Sing-Off, as listeners voted for their favorite local choir to appear on a taping of NPR's *From the Top* at UC Berkeley's Cal Performances.



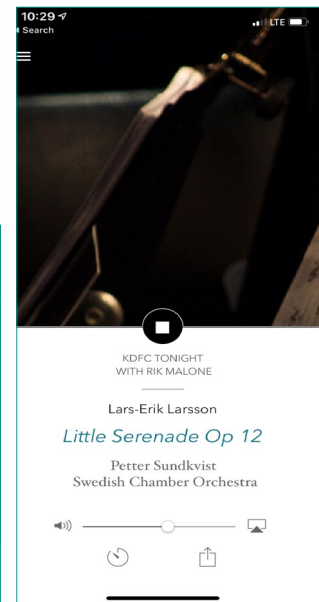
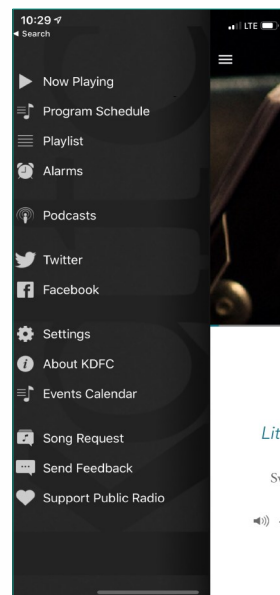
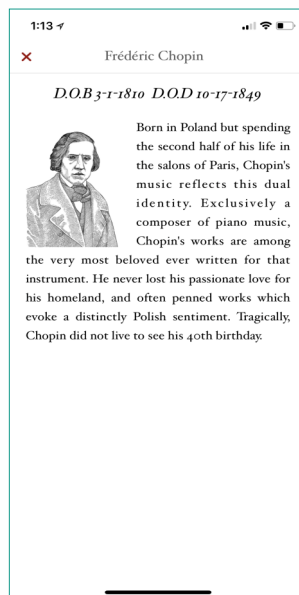
Classical KDFC

Description

Commercial-free Classical KDFC. And Then Some. San Francisco Bay Area.

Out of the concert hall... from the Silver screen... off the beaten path... for the next generation of music lovers

Screenshots iPhone and Android



Development

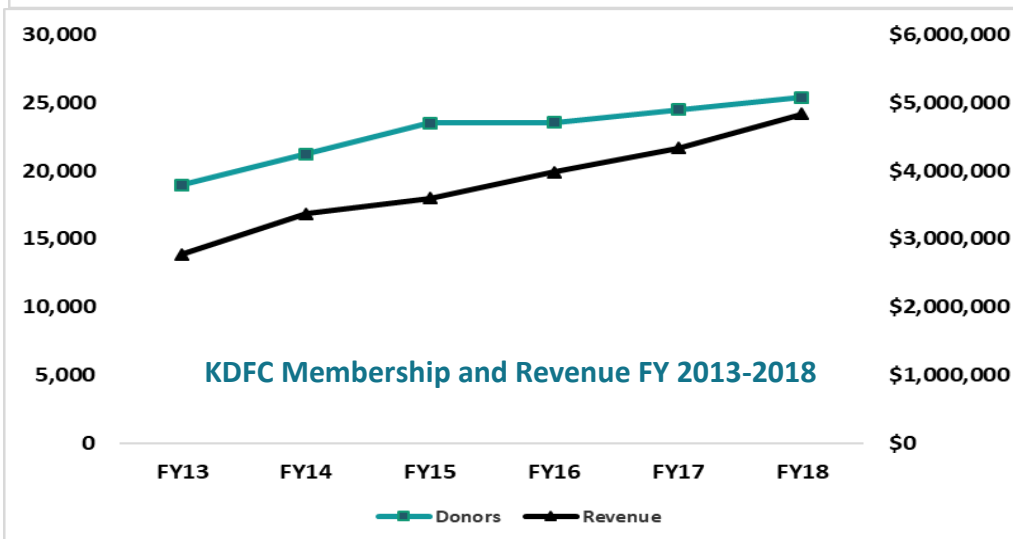
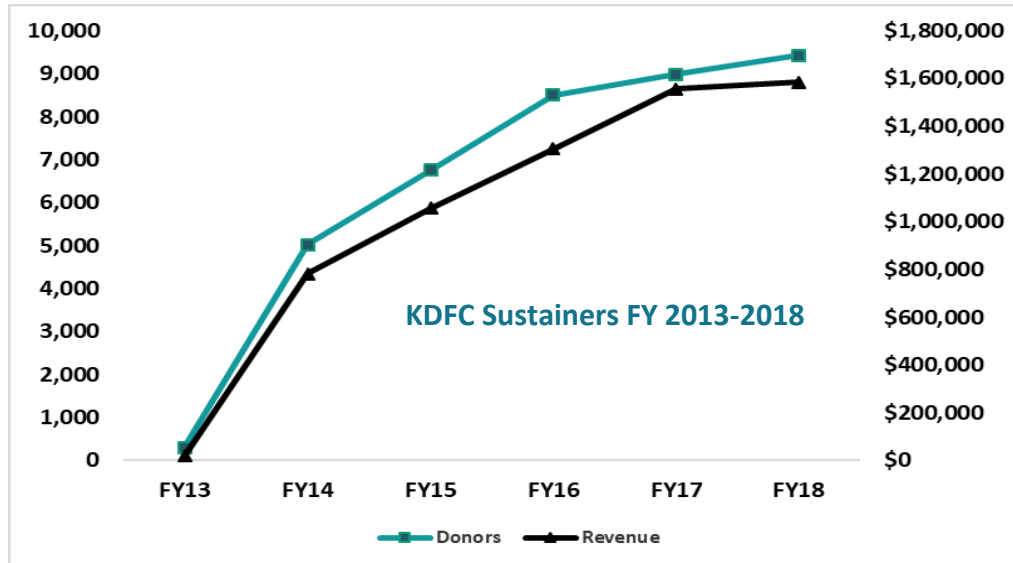
KDFC remains humbled by the generous support our listeners have provided over the past years.

You believe in the service that KDFC provides. It is because of this unwavering support that development/membership accounts for over 80% of the station's operating income.

Your support allows us to offer and keep great classical music on the radio in the Bay Area.

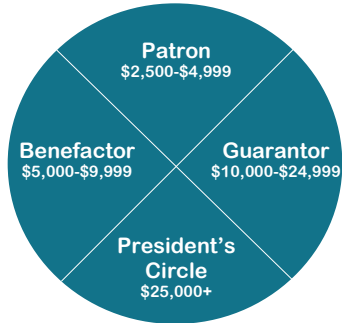
Along with our continued improvements on the sustainer program last year, our enhanced Vehicle Donation program grew in 2017-18 with a record of 602 donated vehicles.

Below is a chart representing KDFC's membership and sustainer revenue since 2013.



Leadership Circle and Beacon Society

KDFC is honored to recognize members of the Leadership Circle and Beacon Society who are committed to the station's mission and initiatives to ensure future generations are able to enjoy classical music.



President's Circle (\$25,000 +)
Anonymous (4) Karen Lee Finney Dr. Morton Grosser Samuel M. and Alene S. Hedgpeth William and Flora Hewlett Foundation The Bernard Osher Foundation
Guarantor (\$10,000-\$24,999)
Anonymous (8) Frank A. Campini Foundation Koret Foundation Montgomery Family Foundation Bob A. Ross Foundation
Benefactor (\$5,000-\$9,999)
Anonymous (13) Nancy Christman Mary Kay Kane Jack Levine, M.D. Albert Yu & Mary Bechmann Foundation

Patron (\$2,500-\$4,999)
Anonymous (29) Laima Baltusis and Daniel Iverson Forrest Beaty, MD Bill and Carol Beck Sandra and Paul Bessieres Josephine Brownback Randolph Chase, MD Jane A. Cook Margot Golding and Michael Powers George Hendry/ Hendry Winery Heather MacDonald Robert E. and MarLynn Millick Gloria Miner TOSA Foundation Neil and Elsa Pering Lona Poehlmann Cheryl Sorokin Marie Agnes Stephens Edith Sweet

Beacon Society

Name KDFC as Beneficiary in your estate plans and become a member in KDFC's Beacon Society.

Please allow us to recognize several KDFC members who have joined our Beacon Society:

Anonymous (6)

Gloria Miner

Neil and Elsa Pering

To become a member of the KDFC Leadership Circle or the Beacon Society visit our website at kdfc.com or call 1-888-966-5454

List updated 11/27/18

Tours with KDFC

**Autumn in New York
November 8-15, 2017**

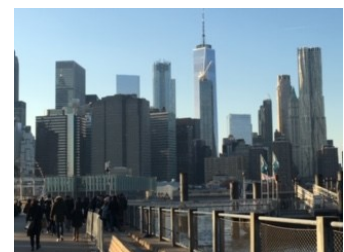
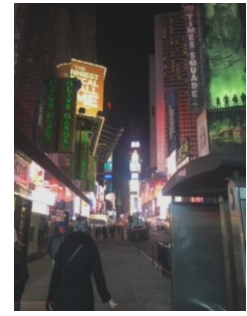
KDFC host Hoyt Smith (before his retirement), joined twenty-five KDFC/KUSC members on a glorious week to the Big Apple where they experienced a VIP level of music, museums and fine dining.

Musical highlights of the tour included two performances in Carnegie Hall by two great international orchestras, the Israel Philharmonic under former LA Phil conductor Zubin Mehta and the Mariinsky Theater Orchestra led by Valery Gergiev; a production of Puccini's tragic masterpiece *Madama Butterfly* at the Metropolitan Opera and finally a performance on a barge in the East River!

Let's not forget visiting the amazing New York museums. Arrangements were made for the group to have private tours of MoMA, the Neue Galerie, the Whitney Museum of American Art, and The Frick Collection. They were also treated to a backstage tour and a special conversation with the Metropolitan Opera Broadcast host, Mary Jo Heath.

Accommodations for this experience were made at the 5-star luxury Hotel Plaza-Athénée on the upper west side.

To join in the fun of future KDFC Tour experiences, become a part of the KDFC Leadership Circle or Beacon Society. Details can be found on our website at www.kdfc.com. KDFC Tours are limited to 25 persons.



KDFC Team

Judy McAlpine
USC Radio Group President

Bill Lueth
President, KDFC,
Vice President, USC Radio Group

Administration

Rina Romero
Senior Business Officer

Helene Sarrow
Administrative Assistant

Ricardo Barton
Administrative Assistant

Development

Lori Burrill
Major Gifts Officer

Minnie Prince
Executive Director of Development/
Annual Giving

Underwriting/Sponsorship

John Leathers
Sr. Manager, Underwriting &
Corporate Sponsorship

Jennifer Ishii
Underwriting Sponsorship Sales

On-Air Hosts

Ray White
AM Announcer

Dianne Nicolini
Mid-Day Announcer

Robin Pressman
PM Announcer

Jennifer Miller
Overnight Announcer

Linda Cassidy
Weekend Announcer

Jeffrey Thomas
Weekend Announcer

Alan Chapman
Modern Times

Content

John Van Driel
Chief Content Director

Rik Malone
Assistant Program Director

Jeffrey Freymann
Arts Producer

Blake Lawrence
Music Director

Community Engagement

Gail Eichenthal
Chief Engagement Officer

KDFC Digital

Jonathan Bibayan
Web Developer

Board of Advisors

David J. Berger, Chair

David J. Berger is a member of the Board of Directors at Wilson Sonsini Goodrich & Rosati and a leader in the firm's corporate governance practice. He specializes in representing officers, directors and shareholders in corporate control contests and mergers and acquisitions. He has had a leading role in many of the most prominent corporate control and governance disputes in Silicon Valley, including representing Hewlett-Packard's board in its proxy contest and litigation to acquire Compaq, and Pixar in its merger with Walt Disney. David also serves as counsel to a number of private equity firms, including Francisco Partners and has taught corporate governance, mergers and acquisitions, and related classes at institutions such as Harvard Law School, Stanford University's Directors College, Stanford Law School, UC Berkeley Boalt Hall School of Law, and Duke University's Director Education Institute. He also maintains an active pro bono and public service practice. He was one of the lead counsel in a case that successfully challenged the use of written tests to determine disability qualifications under the Americans with Disabilities Act, and also led a multi-week trial in a federal court in San Francisco to end discrimination in county contracting processes. David has served on the Board of Directors of the California Culinary Academy well as the Smuin Ballet, Legal Aid Society-Employment Law Center of San Francisco, and the Legal Community Against Violence.



Ann S. Bowers

Ann S. Bowers is the Chair of the Board and the co-founding trustee of the Noyce Foundation, which focuses on improving math and science instruction and learning in public schools. Previously, her career was in human resource management in California's Silicon Valley. She was the first Director of Personnel for Intel Corporation and the first Vice President of Human Resources for Apple Computer. In both of these high-growth start-up companies and in her consulting practice, she created and implemented the worldwide human resources policies and practices that fostered the growth of organizational excellence. Until February 2013, Ann served as the Chair of the Board of the Tech Museum of Innovation in San Jose, and currently is a board member of Civic Ventures and Music@Menlo. She is a Trustee Emerita and Presidential Councilor at Cornell University.



Timothy Gallagher

Tim Gallagher serves as a senior advisor to executives and Boards of large corporations, public sector institutions and early-stage companies in the areas of strategic planning and growth. He currently serves as Managing Director of Portola Advisors LLC, and was formerly a Partner at McKinsey & Company, a global management consulting firm. His work has included high-profile efforts to build new businesses, transform R&D programs, and realign complex organizations



toward growth and innovation for a wide range of clients including Fortune 100 manufacturers and high technology firms. He has also worked extensively with not-for-profit and public sector institutions ranging from the City of Los Angeles to the University of California Berkeley. Tim has an undergraduate degree and MBA from Stanford University and a Master's Degree in music from the New England Conservatory and he was a Fellow of the Faculty at Columbia University. He serves on the Board of Directors of the LA Phil and Hollywood Bowl, and the Board of Trustees of Cal Performances.

Marc Hand

Marc Hand co-founded Public Radio Capital in 2001 with Susan Harmon and serves on PRC's board. Public Radio Capital's mission is to strengthen and expand public media to provide local communities nationwide with more in-depth information, unbiased news, and diverse music and cultural programming. Founded in 2001, PRC has led its clients through more than \$310 million in radio transactions, securing public radio access for 66 million people. As managing director, Marc builds strategic public radio alliances, educates financial institutions on public radio investments and provides expertise on all aspects of public radio transactions. During his 28 years in the radio industry, Marc has held various positions including: managing partner and co-owner of a group of commercial stations in Colorado; vice president of Questcom Radio Brokerage, representing station owners in sales, acquisitions, mergers and financial restructurings; executive director of Western Community Bilingual radio; founder of four radio stations; and a consultant for the Corporation for Public Broadcasting, National Public Radio and the National Federation of Community Broadcasters. Marc spent five years at the Station Resource Group (SRG) helping Public radio stations expand services via acquisitions, collaborations and partnerships, leading to the development of PRC.



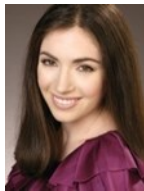
Natalie Klein

Natalie Klein attended Pennsylvania State University where she received her bachelor of science in civil engineering. Throughout her professional career, she has worked in process manufacturing, oil and gas related industries, as well as the computer hardware and software fields. She has volunteered in a variety of positions in the local schools and surrounding communities including co-chairing the Development Committee for Stanford's Bing Nursery School. In addition, she is engaged in a variety of non-profit work and volunteers on various committees at Sacred Heart Preparatory where her youngest son was enrolled. Currently she is a board member of the Heroic Imagination Project; a non-profit dedicated to inspiring and teaching people how to become everyday heroes and chaired the Advisory Board of KDFC. Natalie and her husband Ken are actively involved at the University of Southern California where they founded the KIUEL Institute, an organization focused on undergraduate student leadership and student life. Her interests include reading, listening to classical music, designing women's clothing, running, painting and gardening.



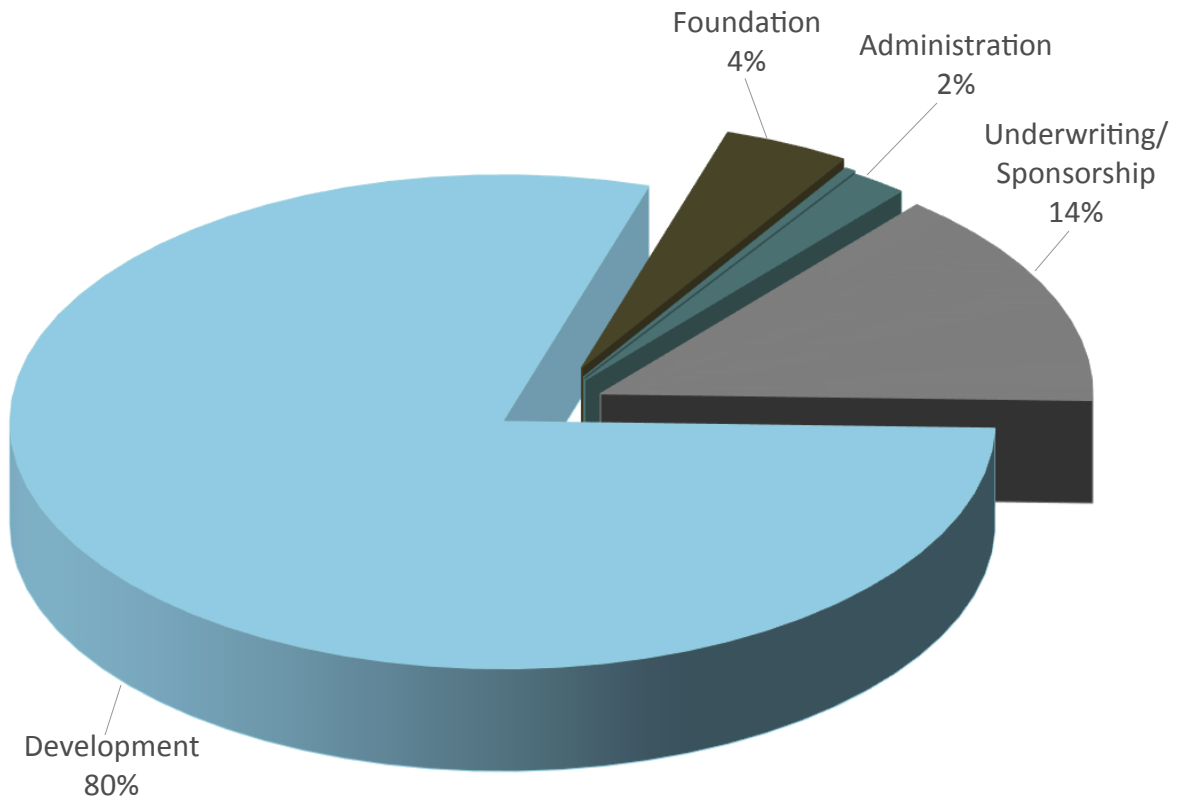
Jennifer Rosenfeld

Jennifer Rosenfeld is the co-founder of iCadenza, a consultancy and online education platform that helps classically-trained musicians pursue successful and fulfilling careers, and the co-founder of Cadenza Artists, a talent agency representing classical, jazz, and world music artists, dance companies, and multi-disciplinary projects. Through these companies, Jennifer has extensive experience working with artists of all genres on identifying and pursuing their professional goals, and overcoming the obstacles that come up along the way. She has also worked with arts organization leaders on creating a culture of innovation and developing promotional and strategic initiatives.



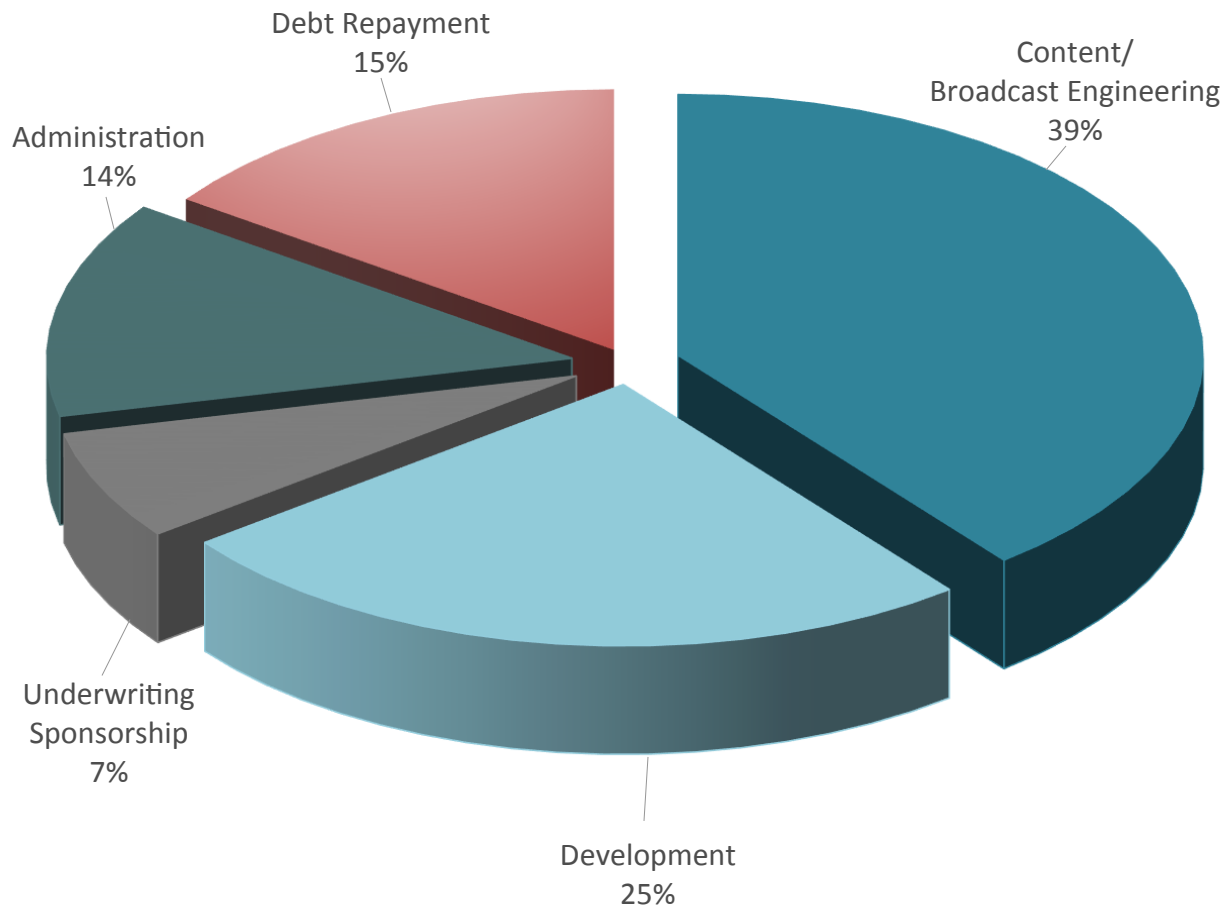
Jennifer trained as a pianist and sings currently with the Stanford Chamber Chorale. She earned her Bachelor of Arts Degrees from Stanford University in History and Slavic Languages and Literatures and is pursuing a JD/MBA from Stanford Law School and Graduate School of Business. Jennifer developed broad experience using the Design Thinking methods on consulting projects for Hyatt, Nordstrom, and San Francisco MOMA. She teaches a course at Stanford University entitled "Art is My Occupation: Professional Development for Creatives" and sits on the Board of Directors of the Los Angeles Philharmonic Association.

Revenue FY18

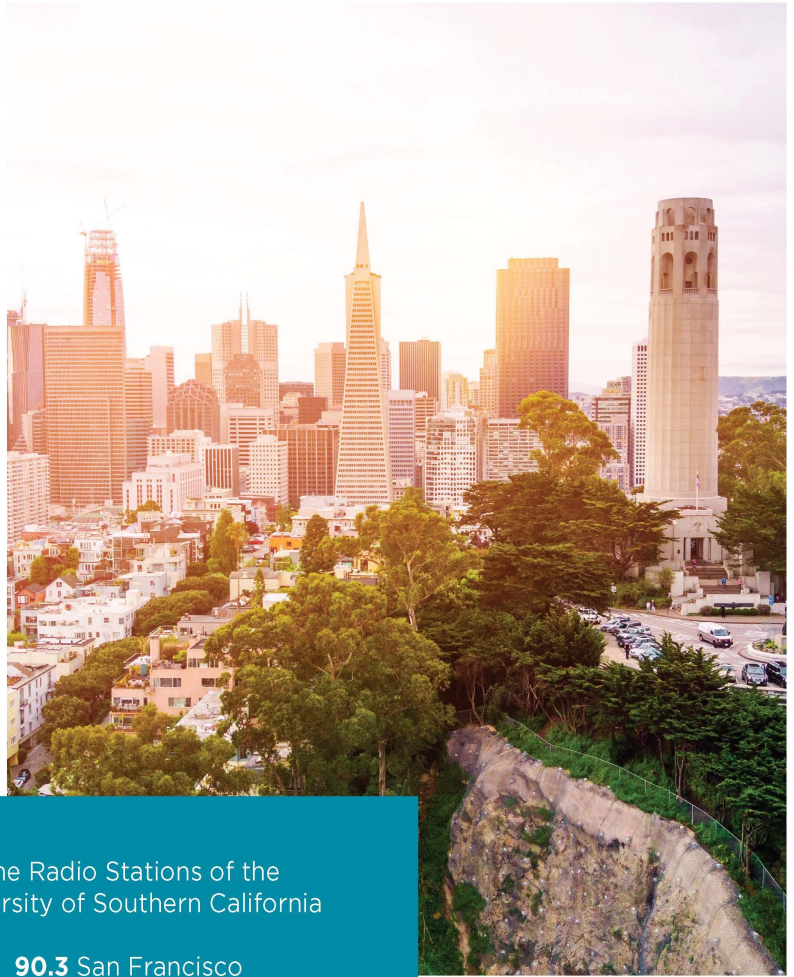


84% of KDFC's funding received in FY18 was received thru development/foundation revenue. Sponsorship/Underwriting made up 14% of revenue. KDFC does not receive federal funding nor does it receive funding from the University of Southern California.

Expense FY18



The two most important activities for KDFC is creating content and broadcast engineering classical music programming. Together, content and engineering comprised 39% of KDFC's operating expense budget. Development expenses comprised about 25% and our debt repay (for the purchase of signals to broadcast KDFC) was about 15% of our overall expenses.



The Radio Stations of the
University of Southern California

90.3 San Francisco

104.9 South Bay & Peninsula

89.9 Wine Country

103.9 Monterey

92.5 Ukiah - Lakeport

