



THE FRONTIER

STRATEGIC PLAN



MISSION STATEMENT

The Frontier produces fearless, independent journalism with impact. We hold those in power accountable, give a voice to the powerless and tell stories that matter to Oklahomans.

MAJOR GOALS

- Grow Audience
- Grow Donors
- Grow Staff



GROW AUDIENCE

Between March through December 2019 our website had 961,520 unique monthly visitors. In 2020, web traffic grew to 2,849,155 unique monthly visitors. We also invested \$12,500 from growing donor support to redesign our website last year to make it more reader friendly and visually appealing not only on desktop, but on mobile, where the majority of our readers come from.

We seek to increase our unique visitors by 20 percent in 2021, reaching 3.5 million monthly unique visitors. Our growing staff and new expanded coverage will help us reach that goal.

PLANS FOR 2021

Increase focus on the impact of our journalism

Reporters will write a follow up story if there is any impact from a story.

Examples include if elected officials publicly react to a story we reported, if an investigation is launched, if a bill is introduced, if the government releases new information at our request.

We will launch impact page on website where we post updates on stories to track their impact.

We will seek to diversify our coverage to include more government, health, business and environmental reporting. Stories will look to hold government, state leaders, private industry accountable for their actions. We will look for stories that can show where and how people have been harmed and that can result in tangible impact (laws that can be changed, etc.).

Reporter Clifton Adcock covers environmental and water issues, economic (evictions, poverty,) tribal and political issues

Reporter Kassie McClung covers the coronavirus pandemic and public health

Reporter Ben Felder covers state and federal government and education.

Reporter Kayla Branch covers the Oklahoma state capitol.

Reporter Brianna Bailey covers criminal justice, poverty, health care and business

Editor Dylan Goforth covers Oklahoma's criminal justice system, politics and oversees editorial matters.

LAUNCH PARTNERSHIP

In 2021 we are launching a partnership with KJRH Channel 2 in Tulsa to expand our audience and to increase impact of our coverage from the state Capitol.

KJRH & FRONTIER INVESTIGATIVE CONTENT

Work towards 2-4 big joint-investigative stories a year.

Frontier reporters can do a TV version of the story when appropriate.

KJRH will break the stories in the 6 a.m. window.

Frontier reporters can do a debrief with an Anchor in the noon window.

KJRH can push to KJRH.com and *Frontier's* website for more info.

KJRH Investigative content can live on *Frontier* website with a link back to KJRH.com.

KJRH.com can post *Frontier* content with a link back to *Frontier's* website.

KJRH & FRONTIER CAPITOL CONTENT

Frontier Reporters can do live or recorded interviews on big stories or enterprise content that comes out of the state Capitol. This content can be shared on both websites.

KJRH reporters covering the Capitol can appear on *Frontier's* website with content pushing back to kjrh.com for the full story.

Frontier reporters can as appropriate do debrief stories with KJRH that lift the veil on how information is gathered and analyzed to give context to data driven reporting



GROW DONORS

The Frontier generated \$402,729.59 in charitable donations in 2020 despite the nearly year-long pandemic and a halt to requests for corporate donations.

Donations to *The Frontier* have increased 49 percent since 2017.

The people we reach recognize the value of our work and we have a strong mix of foundation donors and small donors.

About 13 percent of our donors were small, individual contributors in 2019. In 2019, we had 330 individuals donate through our website, totaling 1,017 transactions total through the website.

In 2020, we nearly tripled our total of individual donors. We had 804 individuals donate through the website in 2020, totaling 2,266 individual donations.

We have a fundraising goal of \$600,000 in 2021. We believe we can reach this number through an increase in individual donations, increased foundation donations and by re-engaging corporations who have donated to us in the past. We are particularly focused in 2021 on increasing our recurring donor base.

We currently have 198 donors making monthly, quarterly or yearly donations.



MARKETING

Plan at least one online event in 2021

We plan on hosting at least one sponsored online forum with readers, or interviews with guests, and will seek to find sponsors for the event(s) to help defray costs and/or raise funds for additional forums.

We also plan to launch a store for merchandise on our website in 2021.

We will begin fundraising to bolster our political reporting team to eventually fund coverage of not only our state delegation, but our federal delegation as well, which is woefully under-covered: We plan to raise money specifically targeted for growing the state and federal political team with a Year 1 goal of \$171,500.

GROW STAFF

The Frontier has grown its editorial staff from four to six people since late 2019 due to ongoing increases in fundraising on both small and large levels.

Frontier Editor Dylan Goforth oversees editorial and administrative operations.

Publisher and Chairman Bobby Lorton oversees *The Frontier's* finances and fundraising.

Senior investigative and political reporter Ben Felder joined *The Frontier* in November 2019, growing our editorial staff to five.

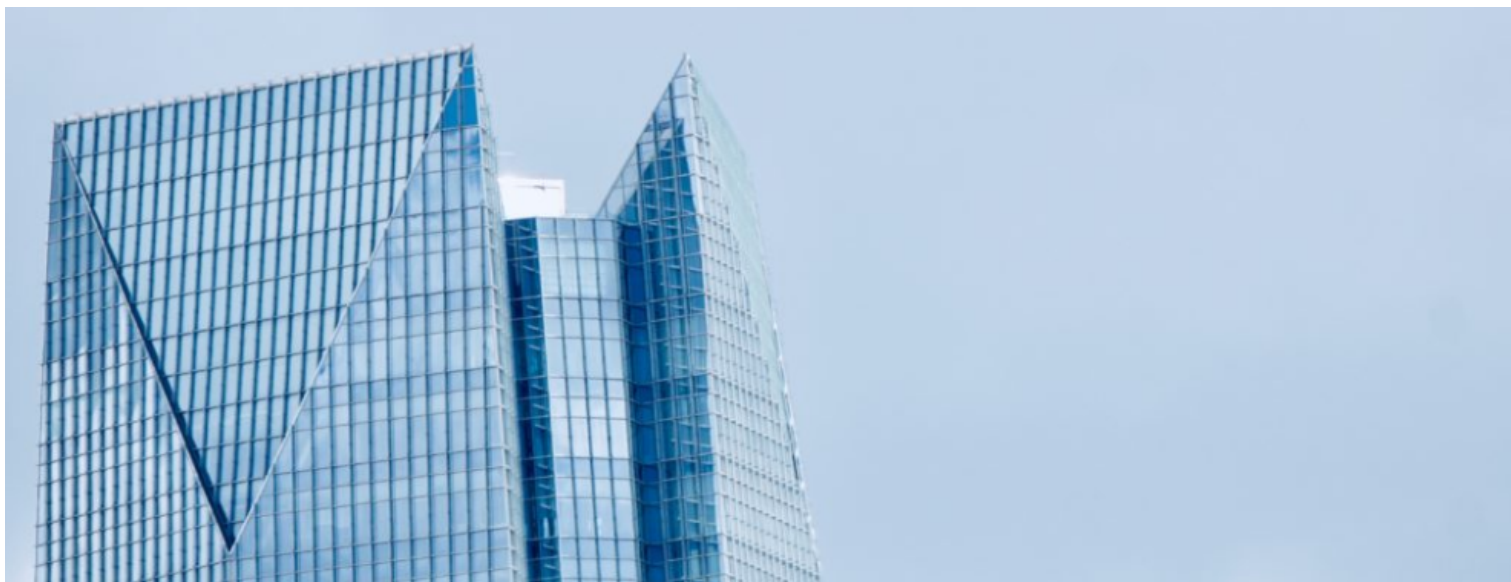
In January 2021, we hired reporter Kayla Branch to further expand our coverage of Oklahoma politics and state government.

The Frontier seeks to further grow its editorial staff in 2021 and also hire a fundraiser to help us continue to grow our revenue.

Hire two new reporters in 2021

With the hiring of Kayla Branch in January 2021, we've already accomplished half of this goal.

We are seeking a reporter to cover racial disparities in Oklahoma in regards to education, health outcomes, criminal justice and representation.



ONGOING GOALS

2022

Grow donors

The Frontier has set a goal of raising a total \$800,000 in 2022 to further expand our staff.

We will seek to grow our small donors through audience engagement and membership events. We will also seek partners to help us grow our political reporting team.

Fundraising goal for expanding political team: \$234,500 by end of 2022.

Identify additional foundations and long-term donors to grow our capitol reporting team.

Explore partnerships and funding opportunities for sending a reporter to Washington D.C. to cover Oklahoma's Congressional delegation and federal government.

Marketing

Organize at least two in-person fundraising and marketing events, one each in Oklahoma City and Tulsa.

Grow staff

Hire a third reporter to grow political team and dedicate one full-time reporter to cover Oklahoma's congressional delegation

Grow audience

Continue growing our web traffic by 20 percent in 2022 over 2021.

Our expanded political coverage, midterm elections and the 2022 Oklahoma gubernatorial race will help us reach this goal. We will continue to seek partnerships and content-sharing with other Oklahoma media groups.



Frontier reporters Kassie McClung, left, and Brianna Bailey, center, interview Oklahoma County Jail officials while covering the mass of jail deaths there.

2023**Grow Donors**

We will seek to grow donations to *The Frontier* to \$1 million with the help of a full-time fundraiser further expanding our staff in 2023. The fundraiser will help us maintain relationships with existing donors and identify new potential donors. The fundraiser will also help organize engagement events that will help us better engage with readers and donors.

Grow Staff

The Frontier seeks to send a full-time reporter to Washington DC to cover the federal government with an eye for investigative stories on issues that affect Oklahomans.

This reporter will expand our coverage of Oklahoma's congressional delegation and federal government with a focus on policies that impact Oklahomans.

Grow Audience

The Frontier will seek to grow traffic to our website by 20 percent in 2023. Because of cutbacks at newspapers, our coverage of state and federal government will set us apart from other local media. The Frontier will be the only media outlet in the state with a full-time Washington D.C. correspondent. We will seek opportunities to partner with other Oklahoma media outlets to distribute our Washington DC coverage.



*Frontier editor
Dylan Goforth,
right, interviews
U.S. Senator Jim
Inhofe about
the 2020
Presidential
election.*