The BROWN PAPER III

An LPRC-developed Research Report to support public media stations by providing a cost-effective method to help stations validate their audiences so that they may better serve their communities.

September 2018
# TABLE OF CONTENTS

Programming, Audiences and Community Enterprise in Radio Vieques ............... I
Executive Director Letter ...................................................................................... II
Executive Summary .................................................................................................. III
Introduction .............................................................................................................. 1
Objectives ................................................................................................................ 1
History of Radio Vieques .......................................................................................... 2
Genesis of the Study ................................................................................................ 3
Methodology ............................................................................................................ 4
Findings ..................................................................................................................... 4
  Radio Vieques’ Programming .............................................................................. 4-6
  Radio Vieques’ Audience .................................................................................... 8
  First Survey Findings - University of Puerto Rico, Río Piedras ......................... 8-9
  Second Survey Findings - Vieques ...................................................................... 9-12
The organization of the Community Radio Station .............................................. 13-14
Conclusions and Recommendations .................................................................... 14
Annexes .................................................................................................................. 15
Annex 1 ................................................................................................................... 15
Annex 2 ................................................................................................................... 16
Annex 3 ................................................................................................................... 17
Annex 4 ................................................................................................................... 18-19
Annex 5 ................................................................................................................... 20
Annex 6 ................................................................................................................... 21
Annex 7 ................................................................................................................... 22-23
Annex 8 ................................................................................................................... 24-25
Staff & Board of Directors .................................................................................... 26
 PROGRAMMING, AUDIENCES AND COMMUNITY ENTERPRISE IN RADIO VIEQUES

IVELISSE RIVERA BONILLA, PH.D.
Social Sciences with Social Action-Research Program
Puerto Rico University, Humacao
ivelisse.rivera4@upr.edu

FEDERICO SUBERVI, PH.D.
Latino Public Radio Consortium
subervif@gmail.com

LUIS ROSARIO-ALBERT, PH.D.
Department of Communications
University of Turabo
Lrosario96@suagm.edu

VIVIANA CRUZ MCDougall
Social Sciences with Social Action-Research Program
Puerto Rico University, Humacao
viviana.cruz1@upr.edu

MAXIMILIANO DUEÑAS, PH.D.
Communications Department
Puerto Rico University, Humacao
maximilianoduenas@upr.edu


May 2017
September 30, 2018.

The Latino Public Radio Consortium, now in existence for a decade, advocates for Latino growth and inclusion within public media. As a national organization, LPRC thus strives to bring vital resources to its Latino member stations to ensure they can continue serving their local Latino communities. LPRC is alert to challenging issues that affect all Latino stations and that may potentially limit those stations’ capabilities to become or remain sustainable organizations.

For Latino stations to become and remain sustainable they must, like all stations, be able to attract and gain loyal audiences across all platforms, but especially their on-air platform. The on-air platform is the main driving force for the stations to access diverse funding and to fine-tune their content based on their audience interests and needs.

For this reason, the LPRC Audience Data Project is one of the most important tools LPRC has developed to provide stations a cost-effective method to document statistics about and characteristics of their audience. It is our hope that this report, which includes a viable audience data-gathering example, becomes an accepted survey tool for stations in need of validating the community service they provide to assist local Latino communities.

On behalf of the LPRC Board of Directors and my own, we extend our deepest appreciation to the research team—professors, students, and staff—who worked arduously on this project. You volunteered precious time, energy and experience towards the success of the project and the completion of this report. Thank you all for your commitment to the mission of LPRC and the success of its member stations.

Sincerely

Magaly Rivera
LPRC Executive Director
EXECUTIVE SUMMARY

All radio stations have a prevailing need to measure and have reliable data about their audiences. The importance of having these data is, undoubtedly and mainly, so that the stations can better serve the interests and cultural tastes of their listeners. For Latino public radio stations, another very important and necessary reason to be able to obtain data from and about their audience is to make it possible for the stations to participate in the financing of their development and other support services available through the Public Broadcasting Corporation (CPB). The station upon which this study is based is no exception.

Since September 1, 2013, Radio Vieques (WVQR 90.1 FM) has been forging its identity, its public and model of collaborative work through partnerships that make possible a community and participatory station. The outcome has been a cultural, educational and social justice project based on programming available via radio and the Internet 24 hours a day, seven days a week.

The mission of Radio Vieques is to improve the quality of life in the region through dialogues, interviews, news, music and the dissemination of services and activities that respond to the needs and diversity of the communities of Vieques, Culebra and eastern Puerto Rico. To fulfill that mission, Radio Vieques serves as a non-profit community radio station. The priority service audiences of this station are the island-municipal residents of Vieques and Culebra, who, despite their small urban centers, reside in a mostly rural region.

The study addresses three interrelated themes: programming, audiences and community enterprise. Analysis of the programming revealed that Radio Vieques offers a variety of both informational and entertainment programs with a combination of local productions (for and by Vieques residents), external productions and purchases from other community broadcasters, including international sources. This programming fulfills the function for which the station was created.

Based on the audience study, we can affirm that Radio Vieques has a considerable listenership that supports the programming proposal of this community radio station, both in the island where it is located and other places where many residents are in solidarity with the struggles of the people of Vieques.

Moreover, the level of schooling of Radio Vieques audience members fluctuates between the median level education (at least high school) and university studies.

The main audience gap of Radio Vieques is with the younger population, a gap that becomes notable with the survey respondents suggestions for more relevant programming for that demographic group. But here it is essential to mention that in Puerto Rico and elsewhere in the world, younger populations have migrated to the use of their cell phones and other electronic devices to receive the music and entertainment of their particular preference. However, if the future of Radio Vieques, like other community broadcasters, depends on cultivating young audiences, the programming and promotion of this radio station must better serve that demographic group.

During the research, and from the discussion of the preliminary results of this study, Radio Vieques has made changes in the musical programming by extending the daily operation schedule of the station and incorporating spaces for public participation; evaluating how to expand the promotion of Radio Vieques in the rest of Puerto Rico through exchanges with regional newspapers; and plans to redesign its website to make it more attractive.

Through informal and semi-structured interviews with management, the Board of Directors and other station personnel the important issues for the development of Radio Vieques as a nonprofit community enterprise were stated. The results of the SWOT methodology provide a context for understanding the circumstances in which radio content is produced and broadcast. These results can be summarized by stating that it is essential for Radio Vieques’ management to accelerate the development of fiscal self-sustainability, personnel and community training, investment in technology and recruitment of permanent staff.
INTRODUCTION

All radio stations have a prevailing need to measure and have reliable data about their audiences. The importance of having these data is, undoubtedly and mainly, so that the stations can better serve the interests and cultural tastes of their listeners. For Latino public radio stations, another very important and necessary reason to be able to obtain data from and about their audience is to make it possible for the stations to participate in the financing of their development and other support services available through the Public Broadcasting Corporation (CPB). Reliable audience data are, in effect, prerequisites for a public radio station to be considered for certain development funds, which in turn make it feasible for the station to increase and enrich its programming and dissemination services.

Currently, many Latino public radio stations lack their own resources to purchase commercial services to measure their ratings. For some stations, whose audiences are small in number and geographically dispersed, the costs for commercial measurement services would be prohibitive, and the data obtained could have limited value when the number of listeners falls below traditional measures in the thousands. However, through anecdotal sources it is well known that Latino public radio stations have their respective fundamental audiences that not only value the programming of the stations but also depend on those for news, information, social, civic, services and cultural contents that are not usually offered by the commercial stations of most communities.

OBJECTIVES

A major challenge for Latino public radio stations is the development of systematic and feasible audience data collection procedures that can fill that gap for station management and future growth. The ultimate goal of this project is precisely to offer a step-by-step plan to obtain audience data that are reliable and relevant to each station. As made evident in the sections that follow, this effort benefits from the collaboration and partnership between the management of the stations, university professors and students, as well.

The immediate goal of this particular study was to strengthen the development of Radio Vieques. To do so, the research team worked collaboratively in order to (1) obtain and analyze data on programming, (2) learn about the preferences and recommendations of the public, (3) gather empirical evidence on the reach and effectiveness of the community radio station, and (4) identify the options to meet the urgent need for greater economic and human resources to ensure its continuity and strengthening.

The next section provides a succinct history of Radio Vieques. It is followed by a few important notes regarding the genesis of the study as a solution to obtaining reliable audience data. The report then turns to the methodology and to findings, which are presented in three sections: the station’s programming, its audience characteristics, and operational organization. The final section offers the conclusions and recommendations.
At the time of launching this study—mid-2016—early 2017—the station had as General Manager, Robert Rabin; a Programming advisor, Benjamin Muñiz; a person in charge of the Development area, Magda Vélez (Membership Coordinator) with the advice of Ileana Rivera Santa, Latino Station Services Manager of the Latino Public Radio Consortium; and a Board of Directors of seven members. The members of the Board are: Armando Torres Sanes (President), Dolly Camareno (Vice-President), Nilda Medina (Secretary), Víctor Hugo (Treasurer) and Andrés Nieves, Myrna Pagán and Carmen Valencia (Vocals). In the technical area, the Chief of Operations is Edgar Reyes and the Assistant Chief of Operations is Andrés Nieves.

The mission of Radio Vieques is to improve the quality of life in the region through a programming that includes dialogues, interviews, news, music and the dissemination of services and activities that respond to the needs and diversity of the communities of Vieques, Culebra and the east of Puerto Rico. To fulfill this mission, Radio Vieques functions as a non-profit community radio station. Since September 1, 2013, Radio Vieques (WVQR 90.1 FM) has been forging its identity, its public and a model of collaborative work through alliances that make tangible the vision that, since 2005, a group of citizens had to develop a community and participatory radio. The alliances include individuals, organizations, and institutions representing educational, artistic, political, religious, non-governmental, and community interests and causes relevant to the residents of the island and region. This network has made possible the establishment of the radio’s infrastructure, including the proposing and conducting of programs, writing proposals, raising funds, promotions, training, technical tasks, consulting and workshops, among many other necessary activities for a project of this magnitude.

The road has been full of great challenges, especially economic ones, but even more of deep satisfactions as a result of the immeasurable work carried out day after day by the volunteers, staff, Board of Directors and allies of the station. These maintain the operation of a cultural, educational and social justice project based on a diverse programming that can be enjoyed through radio broadcasting and the Internet streaming 24 hours a day, seven days a week.

The priority service populations of this station are the residents of island-municipalities of Vieques and Culebra, who, despite of their small urban centers, reside mostly in a rural region. However, its programming reaches and is of value to residents of the towns of the eastern part of the Puerto Rican archipelago: Luquillo, Fajardo, Ceiba, Naguabo, Humacao. As shown in Figure 1, its signal reaches a wider coverage that includes certain points in the towns of Guayama, Arroyo, Patillas, Maunabo, Yabucoa to the southeast; Las Piedras, Juncos and Caguas in the eastern central zone; and Río Grande and Canóvanas in the northeast. Many residents (and Radio Vieques audience members) in those municipalities also reside in rural areas.

Figure 1. Coverage area of Radio Vieques
Source: Users’ reports and radio locator map combination (Annex 1).
The initial deliberations for this project stem from the statements that, at the end of 2013, Ileana Rivera, Station Services Manager, communicated to the members of the Board of Directors of the Latino Public Radio Consortium on the need for public broadcasters to have audience studies in order to receive operational funds from the Corporation for Public Broadcasting. She also noted that commercial studies of audiences for small stations have prohibitive costs: thousands of dollars those stations do not have. In short, that without audience studies there are no CPB funds for public radio broadcasters. Concomitantly, lacking the money, whether from the CPB or other sources, it is impossible for small public broadcasters to commission and pay for audience studies.

Faced with this dilemma, Federico Subervi, who in January 2013 had joined the Board of Directors of the LPRC, suggested exploring the possibility of collaboration with professors whose universities were in or near the stations that need audience studies. The idea would be to invite professors who would invite and recruit students who could benefit from the field survey research experience while, doing so, collecting the audience data that the stations need.

The idea was welcomed by Ileana Rivera, other members of the Board of Directors of LPRC, and also by Robert Rabin, general manager of Radio Vieques, the station that was selected as the first one with which the study of collaborative audience would be held because it was the one with the greatest need for operational funds but had fewer financial resources. In late 2014, the steps to identify professors who could participate in this collaborative effort began to take shape.

For such purposes, Ileana Rivera recommended two people who had been integral members of the community efforts to establish Radio Vieques’ operations: Ivelisse Rivera Bonilla, professor of sociology and Maximiliano Dueñas, communications professor, both of the University of Puerto Rico, Humacao campus. In the spring of 2015, these professors agreed to participate in the project.

To complement the research team, Ivelisse Rivera Bonilla invited and recruited Julián Jefferies, professor of education at California State University, Fullerton (CSUF), who had scheduled to take his students of the international studies course to Vieques in the summer of 2015. As noted below, Jefferies’ students, in tandem with Rivera Bonilla, Dueñas’ students, became integral participants in the field research.

In order for the study to have indispensable information to contextualize the findings, two additional components were added to the project: the collection of data on the station’s operational practices and an analysis of the characteristics of the programming. For these parts of the study, Luis Rosario-Albert, professor of communication at the University of Turabo in Gurabo, was also invited to join the research team. In short, what in mid-2016 was shaping up to be an audience study became a multifaceted study of Radio Vieques.
METHODOLOGY

As stated above, the three interrelated components of the Radio Vieques study include assessments of the station’s programming, audience, and operations as a community enterprise. For the first component, conducted by Rosario-Albert, the analyzed programs were those broadcast from Monday to Friday, between 6:00 a.m. and 9:00 p.m., during the period in which the survey of Radio Vieques’ audience was conducted (June 2016). The analysis classified the programs based on genre (informative or entertainment) and origin (original production, external production and acquired programming). Original production programs are produced by members of the community who, through workshops and seminars, have developed the artistic and technical skills to produce information and entertainment content.

For the audience part of the study, two survey instruments were designed and administered. These inquired about the characteristics of the respondents, their preferences and recommendations about the programming for Radio Vieques. Through phone conversations and email exchanges with Subervi, Dueñas and Rivera Bonilla with the input of their UPR-Humacao students, helped develop the questionnaire for the first audience survey conducted at the University of Puerto Rico, Río Piedras campus on May 14, 2016. The questionnaire for the field study in Vieques proper, benefited from the input from CSUF students. The students from both universities worked in tandem to conduct the field surveys in June 2016 (see Annex 5). Professors and students from UPR-Humacao conducted the data analysis of the surveys.

The third component of the study was based on interviews and conversations with the station's management conducted by Subervi on April 25, 2016, and by Rosario-Albert on August 9, 2016. In-depth interviews with management, several panels of experts and other collaborators of Radio Vieques were conducted using the SWOT methodology to learn about the weaknesses, threats, strengths and opportunities of Radio Vieques. The SWOT analysis, in addition to contributing to the development of a strategic vision, helps to understand how the type of organization and financing of Radio Vieques affect its programming.

FINDINGS

RADIO VIEQUES’ PROGRAMMING

In Radio Vieques, issues that affect citizenship are discussed, such as the interruption of electric power service in Vieques or boat service; cultural activities and meetings are announced by different community groups; representatives of government agencies are interviewed on issues that directly affect the people, the same way as managers of the multiple service, research and artistic creation activities that take place in Vieques and Culebra.

Radio Vieques’ programming consists of informative, educational and music programs, among which there are original and acquired programs, and also externally produced programs provided by volunteers. The Board of Directors has a Programming Committee (composed of Andrés Nieves, Roberto Rabin and Armando Torres) that deals with programming issues and the collaboration of external producers who contribute to the design of the station's musical and informative programming. Also, some of the members of the Board of Directors participate as producers and collaborators in the regular programming of the station. In June 2016 the weekly schedule (Annex 2) was divided as follows:

- Informative and analytical programming - In addition to the transmission of public service announcements such as trainings, clinics and workshops, news of social interest and cultural activities relevant to the community served by Radio Vieques are broadcast.

Four interview programs stand out: Las Voces del Este (The Voices of the East), the only one live, produced by the Board of Directors of Radio Vieques; Paz para tí (Peace for you), produced by Coordinadora Paz para la Mujer; Puntos de partida (Starting points), produced by the University of Puerto Rico at Humacao; and Better Together, the only one in English, produced by a team of residents of Vieques who are English speakers, for example, Penny Miller, Donna Duffy and Rober Marino. It should be mentioned that one segment of Las Voces del Este originates in Naguabo and another (Radio Culebra, produced by Dolly Camarena) on the island of Culebra. Both are informative and debate programs.
FINDINGS
RADIO VIEQUES’ PROGRAMMING

- Educational Programming - Includes segments of the program Las Voces del Este like Dr Árbol (Dr. Tree), programs around social and environmental issues. The last one is produced by Carlos Montalvo Juan, who has experience in journalism. Also Dr. Hector Colon, whose mother is from Vieques, produces a live segment, which broadcasts from Boston, on topics related to psychiatry. The producer of the program, Victor Hugo, a member of the Board of Directors, produces another segment for Las voces del Este on topics of social and community interest and activities that take place in the towns of eastern Puerto Rico. The educational programming includes the program Puntos de Partida, produced by the University of Puerto Rico in Humacao in which diverse topics are addressed through interviews conducted by Social Sciences, Spanish and Communication professors of the institution, and the program Paz para ti, about diverse topics from gender perspectives.

- Musical Programming - Includes diverse musical genres such as, tropical music, traditional music, salsa, bomba, reggae, rock in Spanish, romantic music, nueva trova and independent music, among others. Several distinct music programs were identified, including: Amanecer Típico Viequense (Typical Viequense Sunrise), produced by WLCH-AM Radio Centro in Lancaster, Pennsylvania; A mi me gusta así (I like it that way), produced by Damián Gil Rivera; Tributo (Tribute), produced by Benjamín Muñiz. The rest of the musical programming of Radio Vieques is produced by Benjamín Muñiz. At the time of this study in 2016 the general musical offer was classified according to the type of music (Casa abierta [Open House] of Puerto Rican and Caribbean music, Nuestra América [Our America] of Latin American music, Músicas del mundo [Music of the world] and Música, música y más música [Music, music and more music]).

The analysis in Table 1 shows that in Radio Vieques programming corresponding to Monday, and according to the genre, the entertainment contents (56%) predominate slightly over the informative contents (44%). On the other hand, the breakdown of the programming offer, according to the origin of the production, shows that the external programming (5) produced for Radio Vieques is the main source of contents, followed by the contents of acquired production (2) and original production (2). It should be noted that the program Las Voces del Este, two hours long, was retransmitted in the afternoon five days a week.

Table 1 – Monday programming

<table>
<thead>
<tr>
<th>Timeslot</th>
<th>Program</th>
<th>Genre</th>
<th>Origin</th>
</tr>
</thead>
<tbody>
<tr>
<td>6:00 a.m.</td>
<td>Amanecer Típico Viequense</td>
<td>Entertainment (Music)</td>
<td>External</td>
</tr>
<tr>
<td>7:00 a.m.</td>
<td>Las Voces del Este</td>
<td>Information</td>
<td>Original</td>
</tr>
<tr>
<td>9:00 a.m.</td>
<td>Casa Abierta</td>
<td>Entertainment (Music)</td>
<td>External</td>
</tr>
<tr>
<td>12:00 a.m.</td>
<td>Nuestra América</td>
<td>Entertainment (Music)</td>
<td>External</td>
</tr>
<tr>
<td>3:00 p.m.</td>
<td>Músicas del Mundo</td>
<td>Entertainment (Music)</td>
<td>External</td>
</tr>
<tr>
<td>5:00 p.m.</td>
<td>Las Voces del Este</td>
<td>Information</td>
<td>Original</td>
</tr>
<tr>
<td>7:00 p.m.</td>
<td>Informativo Pacifica</td>
<td>Information</td>
<td>Acquired</td>
</tr>
<tr>
<td>7:30 p.m.</td>
<td>Democracy Now</td>
<td>Information</td>
<td>Acquired</td>
</tr>
<tr>
<td>8:30 p.m.</td>
<td>Música, música y más música</td>
<td>Entertainment (Music)</td>
<td>External</td>
</tr>
<tr>
<td>5:59 a.m.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table 2 shows the programming, according to the genre and the origin, issued on Tuesdays and Thursdays, between 6:00 a.m. and 9:00 p.m. To open that time block, programming included Better Together, of original production informative and educational content, followed by Democracy Now, consisting of two consecutive hours of English language programming. On those days of the week, music content also predominates slightly (56%) over information content (44%).

<table>
<thead>
<tr>
<th>Timeslot</th>
<th>Program</th>
<th>Genre</th>
<th>Origin</th>
</tr>
</thead>
<tbody>
<tr>
<td>6:00 a.m.</td>
<td>Amanecer Típico Viequense</td>
<td>Entertainment (Music)</td>
<td>External</td>
</tr>
<tr>
<td>7:00 a.m.</td>
<td>Las Voces del Este</td>
<td>Information</td>
<td>Original</td>
</tr>
<tr>
<td>9:00 a.m.</td>
<td>Casa Abierta</td>
<td>Entertainment (Music)</td>
<td>External</td>
</tr>
<tr>
<td>12:00 a.m.</td>
<td>Nuestra América</td>
<td>Entertainment (Music)</td>
<td>External</td>
</tr>
<tr>
<td>3:00 p.m.</td>
<td>Músicas del Mundo</td>
<td>Information</td>
<td>External</td>
</tr>
<tr>
<td>5:00 p.m.</td>
<td>Las Voces del Este</td>
<td>Information</td>
<td>Original</td>
</tr>
<tr>
<td>7:00 p.m.</td>
<td>Better Together</td>
<td>Information</td>
<td>Original</td>
</tr>
<tr>
<td>8:00 p.m.</td>
<td>Democracy Now</td>
<td>Information</td>
<td>Acquired</td>
</tr>
<tr>
<td>9:00 p.m.</td>
<td><strong>Música, música y más música</strong></td>
<td>Entertainment (Music)</td>
<td>External</td>
</tr>
</tbody>
</table>

On the other hand, Table 3 shows the original, external and acquired programming, broadcast on Wednesdays, between 6:00 a.m. and 8:30 p.m. On those days the programming emphasized informative content (6) and external productions (6), adding an additional hour of informative programs in the morning block (Paz para ti and Puntos de partida). Thus, on Wednesdays, the programming of Radio Vieques offered a greater variety and proportion of informative content (60%) over entertainment content (40%), showcasing the information emphasis of its programming model.

Table 3 – Wednesday programming

<table>
<thead>
<tr>
<th>Timeslot</th>
<th>Program</th>
<th>Genre</th>
<th>Origin</th>
</tr>
</thead>
<tbody>
<tr>
<td>6:00 a.m.</td>
<td>Amanecer Típico Viequense</td>
<td>Entertainment (Music)</td>
<td>External</td>
</tr>
<tr>
<td>7:00 a.m.</td>
<td>Las Voces del Este</td>
<td>Information</td>
<td>Original</td>
</tr>
<tr>
<td>9:00 a.m.</td>
<td>Paz para ti</td>
<td>Information</td>
<td>External</td>
</tr>
<tr>
<td>9:30 a.m.</td>
<td>Puntos de Partida</td>
<td>Information</td>
<td>External</td>
</tr>
<tr>
<td>10:00 a.m.</td>
<td>Nuestra América</td>
<td>Entertainment (Music)</td>
<td>External</td>
</tr>
<tr>
<td>3:00 p.m.</td>
<td>Músicas del Mundo</td>
<td>Entertainment (Music)</td>
<td>External</td>
</tr>
<tr>
<td>5:00 p.m.</td>
<td>Las Voces del Este</td>
<td>Information</td>
<td>Original</td>
</tr>
<tr>
<td>7:00 p.m.</td>
<td>Informativo Pacífica</td>
<td>Information</td>
<td>Acquired</td>
</tr>
<tr>
<td>7:30 p.m.</td>
<td>Democracy Now</td>
<td>Information</td>
<td>Acquired</td>
</tr>
<tr>
<td>8:30 p.m.</td>
<td><strong>Música, música y más música</strong></td>
<td>Entertainment (Music)</td>
<td>External</td>
</tr>
</tbody>
</table>
In terms of the programming based on genre and origin, Table 4 shows that on Fridays the emphasis is on musical content (80%) and externally produced shows (70%); on these days, there are two additional musical programs Tributo (rebroadcast at 7:00 p.m.) and A mí me gusta así.

Table 4 – Friday programming

<table>
<thead>
<tr>
<th>Timeslot</th>
<th>Program</th>
<th>Genre</th>
<th>Origin</th>
</tr>
</thead>
<tbody>
<tr>
<td>6:00 a.m.</td>
<td>Amanecer Típico Viequense</td>
<td>Entertainment (Music)</td>
<td>External</td>
</tr>
<tr>
<td>7:00 a.m.</td>
<td>Voces del Este</td>
<td>Information</td>
<td>Original</td>
</tr>
<tr>
<td>9:00 a.m.</td>
<td>Tributo</td>
<td>Entertainment (Music)</td>
<td>External</td>
</tr>
<tr>
<td>10:00 a.m.</td>
<td>Casa Abierta</td>
<td>Entertainment (Music)</td>
<td>External</td>
</tr>
<tr>
<td>12:00 a.m.</td>
<td>Nuestra América</td>
<td>Entertainment (Music)</td>
<td>External</td>
</tr>
<tr>
<td>3:00 p.m.</td>
<td>Músicas del Mundo</td>
<td>Entertainment (Music)</td>
<td>External</td>
</tr>
<tr>
<td>5:00 p.m.</td>
<td>Voces del Este</td>
<td>Information</td>
<td>Original</td>
</tr>
<tr>
<td>7:00 p.m.</td>
<td>Tributo</td>
<td>Entertainment (Music)</td>
<td>External</td>
</tr>
<tr>
<td>8:00 p.m.</td>
<td>A mi me gusta así</td>
<td>Entertainment (Music)</td>
<td>Original</td>
</tr>
<tr>
<td>9:00 p.m. 5:59 a.m.</td>
<td>Música, música y más música</td>
<td>Entertainment (Music)</td>
<td>External</td>
</tr>
</tbody>
</table>

The external production content (8) produced for Radio Vieques represented the main source in its programming model. For example, six entertainment programs are grouped in this category: Amanecer típico viequense, Casa abierta, Nuestra América, Música del mundo, Música, música y más música y Tributo. The two informative programs externally produced were Paz para ti and Puntos de partida. In terms of the acquired programs, Radio Vieques had two: Democracy Now and Informativo Pacífica. Three programs fall into the category of original productions: Las voces del Este, A mi me gusta así y Better Together.

The analysis of the programming according to the genre shows that during the period in which the audience survey was conducted, Radio Vieques emphasized informative content from Monday to Thursday, while on Friday musical entertainment content predominated.
For the study of the audiences, two surveys were administered with the purpose of learning about the characteristics of the station’s radio listeners, their preferences and recommendations about the programming of Radio Vieques. For each survey, different but complementary instruments were elaborated (Annexes 3 and 4). A total of 37 people collaborated in the different phases of this part of the investigation (Annex 5).

The first survey was administered in the Theater of the University of Puerto Rico, Río Piedras Campus, on May 14, 2016 by students of UPR-Humacao before the start of the event, Irradiando amor: a concert for Radio Vieques in homage to Robert Rabin. For the second survey, which was administered in Vieques, between June 6 and 8, 2016, four students from UPR-Humacao and 15 students from California State University-Fullerton visited more than 10 neighborhoods and sectors of Vieques, where they interviewed 307 people in their homes, in the street, the public square and businesses.

The findings from the analysis of the audience surveys are divided into two parts. The first presents the results of the surveys administered to 220 people on May 16, 2016 at the UPR Theater. The second presents the results of the surveys administered to 307 people from June 6 to 8, 2016 in Vieques.

From the surveys of May 16, 2016 at the Theater of the University of Puerto Rico, it is clear that almost three quarters (73%) of the public surveyed were 51 years old or older, with a significant proportion of people aged 61 and over, and female (64%). Almost two thirds (65%) were residents of the metropolitan area, which explains why most of them did not know or listen to Radio Vieques, the signal of which does not reach that area strongly. However, they attended the concert motivated both by the artistic and musical talent of the evening as well as in solidarity with Roberto Rabin, the General Manager of Radio Vieques, and with “the cause of Vieques”. For decades, struggles in favor of demilitarization, decontamination, the return of lands occupied by the army and the development of Vieques have been the engine for the mobilization of large sectors of the Puerto Rican community.

Among the 88 surveyed people who indicated that they do listen to Radio Vieques, most do so through the radio including while driving on the highway (62%) or the Internet (27%). Approximately 12% of the people who listen to the station indicated that they did so by both means. This finding makes evident the value that Radio Vieques has for the population of Puerto Rico, even for those who are not residents of Vieques, Culebra or the eastern area. In addition, the station is relevant enough for those who listen to it for them to tune in using any of the available means.

The 69 people that provided additional information on the programs that are most popular identified Las Voces del Este (51%), Música del Mundo (49%) and Amanecer Típico Viequense (38%) as the most listened to programs. From this it can be inferred that the prime-time schedules are in the morning, with a clear preference (43%) for the segment in which the program Las Voces del Este is broadcast (7:00 am to 9:00 am), followed by 30% of tuning in the hours of 9:00 am to 10:30 am and 20% in the hours 10:30 am to 12:00 pm, 12:00 pm to 1:30 pm and 5:00 pm to 7:00 am (in these late timeslots the program Las Voces del Este is retransmitted) (Annex 6, Graphs 1 and 2).
The second survey was conducted between June 6 and 8, 2016 at the island-municipality of Vieques. The vast majority, i.e., 95% of the 307 people surveyed answered that they were permanent residents of the island, 2% were visitors and 3% did not answer the question. Of the grand total, 160 (52%) indicated that they listen to Radio Vieques, 35% do not listen to it and 13% did not answer that question. Even though the survey was not random, and the results are not statistically representative of the island’s residents, the fact that more than half of the respondents listen to Radio Vieques suggests that the station definitely reaches the population for which it has been established.

Recommendations for Radio Vieques were offered by almost one third (32%) of the people surveyed in the concert (71 responses, among which are radio listeners and people who do not listen to Radio Vieques. These suggestions stand out. Regarding programming respondents suggested: more programs about medical prevention, about Vieques and news of other eastern towns; adding information on the artistic activities in Vieques; creating a university bulletin. Recommendations regarding the musical offerings included requests for more diversity in music, jíbara music, Puerto Rican music and the creation of music programs for children and young people. Regarding the formats: more live programming, interaction with the listeners, programs created by young people and avoiding program repetition. The value of combining education with entertainment was also mentioned. With respect to Radio Vieques’ circulation, respondents recommended the station to continue its presence on social media, be announced more on Facebook (for example, on the CAUCE page) and promoted in 80 grados digital magazine, Diálogo newspaper of the UPR, and other alternative media, as well as in traditional media. They also recommended news and feature stories about the station, and wanted more concerts to make Radio Vieques visible and identify strategies to enhance on the Big Island people’s knowledge of the station.

Second survey findings - Vieques

The second survey was conducted between June 6 and 8, 2016 at the island-municipality of Vieques. The vast majority, i.e., 95% of the 307 people surveyed answered that they were permanent residents of the island, 2% were visitors and 3% did not answer the question. Of the grand total, 160 (52%) indicated that they listen to Radio Vieques, 35% do not listen to it and 13% did not answer that question. Even though the survey was not random, and the results are not statistically representative of the island’s residents, the fact that more than half of the respondents listen to Radio Vieques suggests that the station definitely reaches the population for which it has been established.

Among the people who answered that they listen to Radio Vieques, 57% are men and 42% are women. Among the listeners, 52% are 46 years old or older, while 30% are between 21 and 45 years old, and 18% are 20 years old or younger. The level of education of the participants who listen to Radio Vieques fluctuates from the elementary level to the master’s degree. Among these, 25% have some level of schooling but did not complete high school, 41% of the radio listeners indicated having graduated from the fourth year of high school and 22% have university studies (of associate degree to master’s degree). Altogether, among the survey respondents, the majority of Radio Vieques listeners are well educated.

More than three quarters (78%) of the people who listen to Radio Vieques tune in through the radio; 7% and 9% tune in through the Internet or through both channels, respectively. There is no difference between men and women or between people of different ages in their preference for the medium they use to listen to Radio Vieques; very few people only tune in via the Internet or both.

Table 5 shows the relationship between age and the frequency with which the station is heard. Although 33% of those who listen to Radio Vieques tune in only once or twice a month, 21% do so several times a week and another 9% two or three times a week. Another 32% tunes in three or four times a month. Among the people who are most assiduous to Radio Vieques (because they listen to it two or three times a week or more) there are more men (34%) than women (21%). Approximately 35% of people 36 years of age or older listen to this community radio station a lot or very much; 25% of that same demographic group listens to it very little. Among the youngest audience (35 years old or younger), the group between 21 and 35 listen to the station only from time to time.
Table 5 – Relation between age and listening frequency of Radio Vieques

<table>
<thead>
<tr>
<th>Age</th>
<th>n</th>
<th>Very Little (1-2 times a month) n (%)</th>
<th>Once in a While (3-4 times a month) n (%)</th>
<th>A Lot (2-3 times a week) n (%)</th>
<th>Very Much (several times a week) n (%)</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>≤ 20 years old</td>
<td>29</td>
<td>19 (12)</td>
<td>6 (4)</td>
<td>2 (1)</td>
<td>2 (1)</td>
<td>-</td>
</tr>
<tr>
<td>21-35 years old</td>
<td>29</td>
<td>7 (4)</td>
<td>13 (8)</td>
<td>2 (1)</td>
<td>6 (4)</td>
<td>1 (&lt;1)</td>
</tr>
<tr>
<td>36-50 years old</td>
<td>30</td>
<td>10 (6)</td>
<td>8 (5)</td>
<td>2 (1)</td>
<td>6 (4)</td>
<td>4 (3)</td>
</tr>
<tr>
<td>51-65 years old</td>
<td>41</td>
<td>9 (6)</td>
<td>11 (7)</td>
<td>7 (4)</td>
<td>12 (8)</td>
<td>2 (1)</td>
</tr>
<tr>
<td>66+</td>
<td>31</td>
<td>7 (4)</td>
<td>13 (8)</td>
<td>1 (&lt;1)</td>
<td>8 (5)</td>
<td>2 (1)</td>
</tr>
<tr>
<td>Total</td>
<td>160</td>
<td>52 (33)</td>
<td>51 (32)</td>
<td>14 (9)</td>
<td>34 (21)</td>
<td>9 (6)</td>
</tr>
</tbody>
</table>

With reference to the moment of the day in which the 160 respondents listen to Radio Vieques, data show that the mornings (56%) and afternoons (52%) are almost equally popular and that only 11% indicated to listening at night (Table 6). Among men, 60% listen to Radio Vieques in the mornings while half of them listen to it in the afternoons. Almost half of the women tune in to Radio Vieques in the mornings; more than half listen to it in the afternoon.

Table 6 – Relation between gender and time of the day when they listen to Radio Vieques

<table>
<thead>
<tr>
<th>Gender</th>
<th>n</th>
<th>AM (%)</th>
<th>PM (%)</th>
<th>Night (%)</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>90</td>
<td>55 (34)</td>
<td>46 (28)</td>
<td>8 (5)</td>
<td>8</td>
</tr>
<tr>
<td>Female</td>
<td>67</td>
<td>33 (21)</td>
<td>37 (23)</td>
<td>7 (4)</td>
<td>10</td>
</tr>
<tr>
<td>Did not answer</td>
<td>3</td>
<td>2 (1)</td>
<td>1 (1)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>160</td>
<td>90 (56)</td>
<td>84 (52)</td>
<td>15 (9)</td>
<td>18</td>
</tr>
</tbody>
</table>

* This question could be answered with more than one option.

Table 7 shows that, concerning the association between age and listening to Radio Vieques, 43% of the respondents 36 years old or older and 18% of the youngest listen in the mornings. In the afternoons, 31% of the elders tune in; 20% of the younger listeners do likewise.

Table 7 – Relation between age and time of the day when they listen to Radio Vieques

<table>
<thead>
<tr>
<th>Age</th>
<th>n</th>
<th>AM (%)</th>
<th>PM (%)</th>
<th>Night (%)</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>≤ 20 years old</td>
<td>29</td>
<td>15 (9)</td>
<td>15 (9)</td>
<td>4 (2)</td>
<td>3</td>
</tr>
<tr>
<td>21-35 years old</td>
<td>29</td>
<td>14 (9)</td>
<td>18 (11)</td>
<td>5 (3)</td>
<td>3</td>
</tr>
<tr>
<td>36-50 years old</td>
<td>30</td>
<td>21 (11)</td>
<td>9 (5)</td>
<td>1 (&lt;1)</td>
<td>5</td>
</tr>
<tr>
<td>51-65 years old</td>
<td>41</td>
<td>25 (13)</td>
<td>22 (14)</td>
<td>1 (&lt;1)</td>
<td>3</td>
</tr>
<tr>
<td>66+</td>
<td>31</td>
<td>15 (9)</td>
<td>20 (12)</td>
<td>4 (2)</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>160</td>
<td>90 (56)</td>
<td>84 (52)</td>
<td>15 (9)</td>
<td>18</td>
</tr>
</tbody>
</table>

* This question could be answered with more than one option.
Table 8 - Radio Vieques’ programs that the respondents in Vieques listen to*

<table>
<thead>
<tr>
<th>Program</th>
<th>n</th>
<th>(%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Las Voces del Este</td>
<td>36</td>
<td>(32)</td>
</tr>
<tr>
<td>Amanecer típico viequense</td>
<td>19</td>
<td>(17)</td>
</tr>
<tr>
<td>Música del mundo</td>
<td>12</td>
<td>(11)</td>
</tr>
<tr>
<td>Casa Abierta</td>
<td>8</td>
<td>( 7)</td>
</tr>
<tr>
<td>Paz para ti</td>
<td>7</td>
<td>( 6)</td>
</tr>
<tr>
<td>Informativo Pacífica</td>
<td>7</td>
<td>( 6)</td>
</tr>
<tr>
<td>Nuestra América</td>
<td>5</td>
<td>( 5)</td>
</tr>
<tr>
<td>Better Together</td>
<td>5</td>
<td>( 5)</td>
</tr>
<tr>
<td>Democracy Now</td>
<td>4</td>
<td>( 4)</td>
</tr>
<tr>
<td>Puntos de Partida</td>
<td>4</td>
<td>( 4)</td>
</tr>
<tr>
<td>Tributo</td>
<td>4</td>
<td>( 4)</td>
</tr>
</tbody>
</table>

* This question could be answered with more than one option.

Among the 160 respondents who tune in to Radio Vieques, the three most listened to programs are: Las Voces del Este (32%), Amanecer Típico Viequense (17%) and Música del Mundo (11%). Table 8 presents the audience percentage of the different programs mentioned by the respondents. To this question, more than one answer could be indicated.

Table 9 - What respondents who listen to Radio Vieques like the most*

<table>
<thead>
<tr>
<th>Categories</th>
<th>n</th>
<th>(%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programming</td>
<td>116</td>
<td>(82)</td>
</tr>
<tr>
<td>That it is from Vieques</td>
<td>10</td>
<td>( 7)</td>
</tr>
<tr>
<td>Everything</td>
<td>7</td>
<td>( 5)</td>
</tr>
<tr>
<td>Speakers and Guests</td>
<td>6</td>
<td>( 4)</td>
</tr>
<tr>
<td>That it is a Community Radio</td>
<td>1</td>
<td>( 1)</td>
</tr>
<tr>
<td>Listeners Participation</td>
<td>1</td>
<td>( 1)</td>
</tr>
<tr>
<td>The Broadcast/Signal</td>
<td>1</td>
<td>( 1)</td>
</tr>
</tbody>
</table>

* This was an open question, which could be answered with more than one option.

The value of Radio Vieques was further assessed when respondents were asked what they liked the most about the station. The vast majority, 82%, mentioned programming. Table 9 shows the distribution of all the answers.

The broad liking of Radio Vieques programming is a positive indicator of the value that its audiences give the station. On the other hand, the few mentions that it is a community radio station suggests an area of opportunity for the station’s future marketing efforts. Radio Vieques staff could focus on divulging the station’s unique character as a community radio station and the services it offers the community.

The answers summarized in Table 10 point to what many people who listen to this station consider its main function: to entertain with music. However, a significant number of respondents who listen to Radio Vieques also value the information and news function. The answers also suggest the diversity of programs that are and would be of interest to that audience.
As occurred during the first survey at the Theater of the University of Puerto Rico, the people interviewed in Vieques also made recommendations about the content and format of the station. Most of the recommendations were offered by people who listen to the station, although some people who don’t listen to it also expressed some opinions about it.

Regarding the programming contents, the main recommendation coincides with the suggestions shown in the previous table: provide more music. Respondents on the island of Vieques also suggested including more news, Vieques topics, youth issues, religious content, community issues, greater variety in programming, educational and informative topics, interviews, information related to job opportunities or business for Viequenses, promotion of businesses in Vieques, comedy and sports.

The following recommendations were made regarding the programming format: more participation of young people and to include or recruit more volunteers. Regarding the radio listeners’ interaction with the radio station, Vieques respondents recommended more community participation and that there be more spaces for people to air complaints about the problems they face. Another recommendation was for the expansion of the reach of the station’s signal, that it circulate the station’s information more broadly and that it identify seek donations.

The reasons for not listening to the station were also expressed by the 91 people (30% of the survey respondents) who don’t listen. Among the most frequent statements indicated were the lack of knowledge about the station (30% of the 91), not liking the programming (29%) or a preference to watch television (9%). A very small number (39 people) stated that they do not like the programming of Radio Vieques or the announcers and guests.

As a conclusion regarding the audience surveys, it can be stated that Radio Vieques has a very assiduous audience mainly in the island-municipality where it is located, but also among people on the Isla Grande (big island) who stand in solidarity with the struggles of the station and the people of Vieques. Although this study does not allow to statistically state what percentage Vieques residents listen to this station, it can be inferred that a significant percentage of the population is entertained and informed by means of this community radio station. Also notable is the finding regarding the level of schooling of the Radio Vieques audience, which fluctuates between medium schooling (at least high school) and university studies. The main gap in Radio Vieques’ reach is with the younger population, a gap that becomes noticeable with suggestions for more programming relevant to that demographic group.

### Table 10 – Types of programs that you would like to hear in Radio Vieques*

<table>
<thead>
<tr>
<th>Category</th>
<th>n</th>
<th>(%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Music</td>
<td>43</td>
<td>(24)</td>
</tr>
<tr>
<td>Sports</td>
<td>22</td>
<td>(12)</td>
</tr>
<tr>
<td>News and Issues of Vieques</td>
<td>20</td>
<td>(11)</td>
</tr>
<tr>
<td>Current/general interest topics</td>
<td>19</td>
<td>(10)</td>
</tr>
<tr>
<td>Topics and Format Directed at Young People</td>
<td>15</td>
<td>(8)</td>
</tr>
<tr>
<td>General News</td>
<td>14</td>
<td>(8)</td>
</tr>
<tr>
<td>Community Participation</td>
<td>7</td>
<td>(4)</td>
</tr>
<tr>
<td>History and Culture Topics</td>
<td>7</td>
<td>(4)</td>
</tr>
<tr>
<td>Topics and Format Directed at Children</td>
<td>5</td>
<td>(3)</td>
</tr>
<tr>
<td>Health Topics</td>
<td>5</td>
<td>(3)</td>
</tr>
<tr>
<td>Interviews</td>
<td>5</td>
<td>(3)</td>
</tr>
<tr>
<td>Religion</td>
<td>4</td>
<td>(2)</td>
</tr>
<tr>
<td>Programming for New Residents and Tourists</td>
<td>4</td>
<td>(2)</td>
</tr>
<tr>
<td>Community Topics and Events</td>
<td>3</td>
<td>(2)</td>
</tr>
<tr>
<td>Environment</td>
<td>3</td>
<td>(2)</td>
</tr>
<tr>
<td>Animals</td>
<td>2</td>
<td>(1)</td>
</tr>
<tr>
<td>Politics</td>
<td>1</td>
<td>(1)</td>
</tr>
<tr>
<td>Jokes, Comedy</td>
<td>1</td>
<td>(1)</td>
</tr>
<tr>
<td>Information on Job Opportunities</td>
<td>1</td>
<td>(1)</td>
</tr>
<tr>
<td>Food and Cuisine</td>
<td>1</td>
<td>(1)</td>
</tr>
</tbody>
</table>

* This was an open question, which could be answered with more than one option.
The interviews were conducted in April and August 2016. The participants were: Miriam Ardebol, Carmen Cruz, Ardel Ferrer, Damián Gil Rivera, Nilda Medina, Carlos Montalvo Juan, Andrés Nieves, Myrna Pagán, Robert Rabin, Edgar Reyes, Miguel Ángel Reyes, Carmen Valencia and Armando Torres Sanes.

Through informal and semi-structured interviews with management, the Board of Directors and other personnel involved in the work of Radio Vieques, the most important issues for the development of Radio Vieques as a non-profit community enterprise were defined. The results of the SWOT methodology provide a context to understand the circumstances in which the station’s content is produced and broadcast.

In terms of the internal environment of Radio Vieques, the financing difficulties of Radio Vieques affect programming and organization. For example, the weaknesses are shown in the difficulty to comply with monthly obligations (payment for the antenna) and in the shortage of personnel in the production, administration, sales and archival areas, since there are only two paid positions (General Manager and Booth Technician). The effect of this situation is the concentration of administration, programming and finance activities on the members of the Board of Directors.

At the time of this study, the main sources of income for the station came from commercial ads, the state and municipal government promotions, funds from members of the Board of Directors, external producers and collaborators of Radio Vieques. Although the station has business sponsors in Vieques (Thrifty Car Rental, Sea Gate Hotel and others), the expenses related to the transmission antenna ($3,000 per month) are greater than the revenues.

In relation to the strengths of Radio Vieques, what stands out is the commitment of the Board of Directors, the local government and the community to develop Radio Vieques and the economic and in-kind contributions of the Network of Collaborators of Radio Vieques. Also identified were the short term threats: the external environment, non-compliance with economic obligations due to limited liquidity and reduction in individual donations and commercial auspices. On the other hand, the opportunities of Radio Vieques are in the areas of development of a financing model with the support of the Latino Public Radio Consortium. This latter organization contemplates the identification of public and private funds and the preparation of a strategic plan. Also pointed out in one of the interviews with members of the Board of Directors, personnel and collaborators of Radio Vieques was the need to employ a person full time to develop a fiscal self-sustainability program. The strategic plan should also include, as a matter of priority, the redesign of the website so that it is more attractive to the public and serves more efficiently as a tool for fundraising and donations. Through the collaborations that Radio Vieques has already established with universities in the region, the redesign of the Internet page could be managed, either as part of an internship experience or as a class project. Another option is to establish an agreement with an experienced person in the design and administration of web pages, preferably a Vieques resident, in exchange for promoting that person’s work in the station. In the model to be adopted, it is important to guarantee continuity in the maintenance of the Radio Vieques website. It is recommended that the website include a section with a “wish list” in which the equipment, supplies or materials that Radio Vieques needs to improve its operations (for example, tables, chairs, photocopier, electricity generator) is made known to the public. That list should also be available at fundraising events for the station’s operations.

During the interviews, participants also recommended that some attention be focused on creating the “brand of Radio Vieques” (branding), which can support the marketing strategies. An alternative that could be considered is the use the name of the station with a “surname” for each of the programming and content categories of the station. Some examples are: Radio Vieques culture, Radio Vieques environment, and so on with terms such as education, music (of different genres) and emergency (for information and news during weather and other crises). On this last issue, it was recommended that training workshops be held for people who can serve as resources to manage, provide guidance or refer situations related to different types of crises.
The programming analysis revealed that Radio Vieques offers a variety of informative and entertainment programs with a combination of local productions (by its residents from Vieques), external productions and acquired ones from other community stations abroad, including international sources. The station’s programming fulfills the function for which the Radio Vieques was created: to improve the quality of life in the region through programming that includes music, news, dialogues, interviews, and the dissemination of information about services and activities that respond to the needs and diversity of the communities of Vieques, Culebra and the eastern region of Puerto Rico.

From the audience study we can affirm that Radio Vieques has a considerable audience that supports this community station, both in the island municipality where it is located and, in the Isla Grande, where many residents are in solidarity with the struggles of the Viequense people. It should also be noted that, through the Internet, radio listeners have been identified as listening from places as diverse as Argentina, Japan, the United States, Tanzania, Ukraine and Venezuela.

Although this study does not allow to statistically establish what percentage of Vieques’ residents listen to this station, it can be inferred that a significant percentage of the population is entertained and informed through the radio waves of this community station. It is also significant the finding on the level of schooling of the Radio Vieques audience, which fluctuates between medium schooling (at least high school) and university studies. This bodes well for the station regarding the current and future support it could obtain from such listeners.

The main gap in the reach of Radio Vieques is with the younger population, a gap that becomes noticeable with the suggestions for more programming relevant to that demographic group. But here it is essential to mention that both in Puerto Rico and elsewhere in the world, younger populations have migrated to the use of their cell phones and other electronic devices to receive the music and entertainment of their particular preference. However, if the future of Radio Vieques, as well as other community radio stations, depends on cultivating young audiences, the programming and promotion of this station must better serve this demographic sector.

One of the central points of the analysis of the organization is that it essential for the management of Radio Vieques to take steps to accelerate the development of a program of fiscal self-sustainability, the training of personnel and the community, investment in technology, and the recruitment of permanent staff.

During the research process and after evaluating the preliminary findings of this study, the management of Radio Vieques has made changes to the station’s musical programming; it is considering extending the daily operation schedule and incorporating times for public participation. The management is also evaluating how to expand the station’s promotion to the rest of Puerto Rico through exchanges with regional newspapers; and plans are on the way to redesign the station’s website to make it more attractive to the public.
Predicted Coverage Area for **WVQR 90.1 FM**, Vieques, PR

http://radio-locator.com/cgi-bin/pat?call=WVQR&service=FM&status=L&hours=U

Coverage Map for **WVQR-FM**
© 2017 radio-locator.com
Table 10 – Types of programs that you would like to hear in Radio Vieques*

<table>
<thead>
<tr>
<th>Time</th>
<th>Radio Vieques</th>
<th>Lunes</th>
<th>Martes</th>
<th>Miércoles</th>
<th>Jueves</th>
<th>Viernes</th>
<th>Sabado</th>
<th>Domingo</th>
</tr>
</thead>
<tbody>
<tr>
<td>6am - 7am</td>
<td>Amanecer Tipico Viequense</td>
<td>Amanecer Tipico Viequense</td>
<td>Amanecer Tipico Viequense</td>
<td>Amanecer Tipico Viequense</td>
<td>Amanecer Tipico Viequense</td>
<td>Música, música y mas música</td>
<td>Música, música y mas música</td>
<td></td>
</tr>
<tr>
<td>7am - 9am</td>
<td>Voces del Este</td>
<td>Voces del Este</td>
<td>Voces del Este</td>
<td>Voces del Este</td>
<td>Voces del Este</td>
<td>Voces del Este</td>
<td>Voces del Este</td>
<td></td>
</tr>
<tr>
<td>9am - 9:30am</td>
<td></td>
<td>Casa Abierta</td>
<td>Casa Abierta</td>
<td>Puntos de partida</td>
<td>Casa Abierta</td>
<td>Tributo (programa especial)</td>
<td>Tributo*</td>
<td>Amanecer Tipico Viequense</td>
</tr>
<tr>
<td>9:30am - 10am</td>
<td></td>
<td>Casa Abierta</td>
<td>Casa Abierta</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Voluntarios*</td>
</tr>
<tr>
<td>10am - 11am</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Voces del Este*</td>
<td></td>
</tr>
<tr>
<td>11am - 12pm</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Música, música y mas música</td>
<td></td>
</tr>
<tr>
<td>12pm - 1pm</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Música, música y mas música</td>
<td></td>
</tr>
<tr>
<td>1pm - 2pm</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Música, música y mas música</td>
<td></td>
</tr>
<tr>
<td>2pm - 3pm</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Música, música y mas música</td>
<td></td>
</tr>
<tr>
<td>3pm - 4pm</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Música, música y mas música</td>
<td></td>
</tr>
<tr>
<td>4pm - 5pm</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Música, música y mas música</td>
<td></td>
</tr>
<tr>
<td>5pm - 7pm</td>
<td></td>
<td>Voces del Este*</td>
<td>Voces del Este*</td>
<td>Voces del Este*</td>
<td>Voces del Este*</td>
<td>Voces del Este*</td>
<td>Voces del Este*</td>
<td></td>
</tr>
<tr>
<td>7pm - 7:30pm</td>
<td></td>
<td>Informativo Pacific</td>
<td>Better Together</td>
<td>Informativo Pacific</td>
<td>Better Together</td>
<td>Tributo*</td>
<td>Tributo*</td>
<td></td>
</tr>
<tr>
<td>7:30pm - 8pm</td>
<td></td>
<td>Democracy Now</td>
<td>Democracy Now</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8pm - 9pm</td>
<td></td>
<td>Democracy Now</td>
<td>Democracy Now</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9pm - 9:30pm</td>
<td></td>
<td>Música, música y mas música</td>
<td>Música, música y mas música</td>
<td>Música, música y mas música</td>
<td>Música, música y mas música</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>El resto de la noche y madrugada</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Rebroadcast ** Monthly program broadcast Tuesday and Thursday
Good evening. We’re friends of Radio Vieques and we’re studying the profile of people who listen to the station.

Age: _____ Gender: ___M   ___F   Which town do you live in? ___________________________

1. How often do you listen to Radio Vieques?
   ___ very little (1 or 2 times a month)
   ___ some (3 or 4 times a month)
   ___ a lot (2 or 3 times a week)
   ___ very much (many times a week)
   ___ never have listened to it

(if you never listen to this station) We invite you to listen to us on frequency 90.1 FM or on the internet, radio-vieques.net. Would you like to become part of the network of Radio Vieques’ Friends? (If so, ask for our email and write it below).

2. You listen to us on   _____radio     ______Internet    _____both

3. On which times of the day do you listen to Radio Vieques? (you can mark more than one)
   ___ 6:00 a.m. – 6:59 a.m.   ___3:00 p.m. – 4:59 p.m.
   ___7:00 a.m. – 8:59 a.m.   ___5:00 p.m. – 6:59 p.m.
   ___9:00 a.m. – 10:29 a.m.   ___7:00 p.m. – 8:29 p.m.
   ____10:30 a.m.–11:59 a.m.   ___8:30 p.m. or later
   ____12:00 m.d. – 2:59 p.m.

4. Which shows do you listen to (mark all that apply)
   ___ Amanecer Típico Viequense    ___ Tributos
   ___ Casa Abierta            ___ Voces del Este
   __ Nuestra América           ___ Puntos de Partida
   ___ Músicas del Mundo        ___ Paz para ti

5. Any suggestions for Radio Vieques regarding its content or programming?

Would you like to be part of the network of Radio Vieques’ Friends? Email address to receive information about Radio Vieques: ____________________________

Thank you very much and enjoy the concert.
ANNEX 4

SECOND SURVEY FORM

Good morning/afternoon. (If applicable: some comment or observation as an icebreaker.) My name is ______________ and I’m a student from ______________. (Everyone must introduce themselves.) I’m spending a few days here, getting to know this beautiful island, its people and what do they listen on the radio. Could we talk for a couple of minutes?

We’re helping Radio Vieques to get to know its audience and how to serve the interests and needs of the community. We’ll be writing down your answers, but they are anonymous. Your privacy will be protected at all times.

1. Residence

   a. Are you a permanent resident of Vieques?  ___ Yes (go to question 2)    ___ No
   b. Are you visiting Vieques?    ___ Yes           ___ No
   c. How often do you visit Vieques? ________________________

2. Do you listen to the radio? ___ Yes (go to question 4) ___ No

3. What kind of shows would motivate you to listen to the radio? (go to question 15)

____________________________________________________________________________________

4. What radio stations do you listen to? __________________________________________________________________________

5. Do you listen to Radio Vieques?   ___ Yes (go to question 7) ___ No

6. Why don’t you listen to Radio Vieques? (go to question 15)

____________________________________________________________________________________

7. Through which means do you listen to Radio Vieques? ____ Radio  ___ Internet  ____ Both

8. How often do you listen to Radio Vieques?
   ____ very much (several times a week)
   ____ a lot (2 or 3 times a week)
   ____ once in a while (3 or 4 times a month)
   ____ very little (1 or 2 times a month)

9. On which times of the day do you listen to Radio Vieques? (you can mark more than one)
   ____ AM   ____ PM  ____ Night
10. Which shows do you listen to? (you can mark more than one)

Amanecer Típico Viequense  Voces del Este  Paz para ti
Puntos de partida  Casa Abierta  Nuestra América
Músicas del Mundo  Informativo Pacifica  Democracy Now
Better Together  Tributo  Música
A mí me gusta así

11. What do you like the most about Radio Vieques?

12. Is there something you don’t like or dislike about Radio Vieques?

13. What kind of programs would you like to listen to on Radio Vieques?

14. What would you recommend to improve Radio Vieques? How can Radio Vieques better serve the community?

I have two more questions.

15. What is your age?

under 20:  21-25  26-30  31-35
36-40  41-45  46-50  51-55
56-60  61-65  66-70  70 +

16. What is your level of education? ________________________________

17. Gender: ___ M  ___ F   ___ other [noted by interviewer; other marked if uncertain]

(If you don’t listen to the radio)  (If you don’t know Radio Vieques)
Radio Vieques is a non-profit station that seeks to improve the quality of life of our people. This community station’s programming is focused on Vieques, Culebra and east Puerto Rico communities. It has a priority to make programs for children, young people, women and the elderly. Radio Vieques is looking for volunteer reporters and broadcasters, for its promotion and to create new programs. We invite you to listen to Radio Vieques on frequency 90.1 FM or on the internet on radiovieques.net.

(For everyone)
We are part of the network of Radio Vieques’ Friends and we thank you for your time and your answers in this survey. The collected data will help the way Radio Vieques serves this community.

Would you like to be part of the network of Radio Vieques’ Friends? (Fill the information sheet.)

END OF SURVEY

Sector or neighborhood where the survey was conducted: _______________________
Date:_____________ Time:___________ Interviewer:_____________________

END OF SURVEY
Collaborators for the audience survey

First audience survey

Interviewers

Students of the UPRH’s Social Sciences with Social Action-Research Program (INAS)

Bethmarie Vázquez Rodríguez
Melissa López Rosa
Micelys Sánchez Vergara
Naymar Rivera Rangel
Yafreisy Sánchez Garay

Students of the UPRH’s Communication Program

Alexandra Malavé Santiago
Claribel Santana Torres
Luz Mariem Zayas Cruz

Data analysis

Claribel Santana Torres
Kaylynn Gómez Reyes

Second audience survey

Pollsters

Students and staff of the Puerto Rico International Exchange (PRIE) Program of the California State University-Fullerton (CSUF)*

Jenny Castro
Arturo Cortés-Hernández
Alejandra González Ávila
Maia Jefferies
Miguel Martínez
Stephanie Rentería
Karina Rubio
José Solano Jiménez

Luis Castro
Gloria Gallardo
Diana Greer
Thania Lobos
Jazmín Quiroga
Nayeli Rodríguez-Hernández
Jesse Ruiz
Lucero Sosa

Students of UPRH’s INAS Program

Julianna Delgado Ortiz
Bethmarie Vázquez Rodríguez
Melissa López Rosa
Adam P. Astacio Velázquez

Data tabulation

UPRH Students

Alexandra del C. Martínez Rodríguez
Yafreisy Sánchez Garay
Datsy Román Rivera
David Rivas

* PRIE is an in-service learning program that provides immersion experience in social empowerment projects in Vieques to CSUF students enrolled in the “Literacy Education for Social Change” course. In 2015 CSUF and UPR-Humacao established a collaboration agreement that enables students from both universities to participate in this exchange experience and carry out an action-research project that responds to needs identified by community organizations of Vieques with which UPR-Humacao regularly collaborates. See photos on Annex 8.
Which programs do you listen to?
N=63 answers but people could choose more than one program. There were 148 selections.

Graph 1: Radio Vieques' most-listened-to programs among respondents on May 16, 2016.

At what time of the day do you listen in?
N=69 answers but people could choose more than one time; there were 135 selections.

Graph 2: Time of the day on which respondents listen to Radio Vieques May 16, 2016.
Part A: Questions for the expert panel  
(August 9, 2016)

A. Radio Vieques’ Mission and Organization

- What were the main factors (political, economic, social, cultural) for the creation of RV?
- Why was RV created?
- What is the mission of RV?
- What are the main activities of the Board of Directors?
- What is the Board’s participation in the programming?
- Can you elaborate on the process of citizen participation in RV activities?
- Are you interested in requesting federal funds to improve your programming?
- Do you consider that the available economic resources have an effect on station’s activity? (which resources)

B. Closing Questions:

- What are the main weaknesses?
- What are the main strengths?
A. Context for the creation of Radio Vieques (RV)
   - What were the main factors (political, economic, social, cultural) for the creation of RV? Why was RV created?
   - What was the radio offer in Vieques before 2007?
   - What people prominently collaborated in the organization of RV?
   - Can you go over the process in which you get help from the community?
   - Can you elaborate on the process in which you seek government assistance?
   - Can you elaborate on the process in which you get help from private companies?
   - Can you elaborate on the process from which you obtain authorization from the FCC for the construction of a community station in Vieques?

B. Radio Vieques’ Mission and Organization
   - What is the mission of RV?
   - How is RV organized?
   - What are the main activities of the Board of Directors?
   - Since when do you have a website?

C. Financing
   - What are the funding sources?
   - What are the main income sources?
   - What was the operational budget of last year?
   - Have you applied for federal grants to CPB or other foundations to improve your programming?
   - How much was available in the budget for programming and audiences research?
   - Are you interested in requesting federal funds to improve your programming?
   - Do you consider that the available economic resources have an effect on the station’s activity? (which resources)

D. Programming
   - What is your coverage area?
   - Who are your audiences?
   - How is the programming defined? (who, how and when)
   - What are the main programming lines?

E. Broadcast
   - Since when is the programming transmitted by “streaming”?
   - Do you have an application for phones or tablets?
   - Do you broadcast through online platforms?
   - Do you have social media presence? (which)
   - In which ways do you use social media in your programming?

F. Closing Questions:
   - What are the main weaknesses?
   - What are the main strengths?
ANNEX 8

Pictures of the fieldwork (May and June, 2016)

Presentation by Robert Rabin, General Manager of Radio Vieques, about the history of Vieques and the community radio station to the students of UPRH and CSUF who administered the survey in Vieques. (Photo: IRB)

Interview to students of UPRH and CSUF and to Dr. Julián Jefferies of CSUF in the program Las Voces del Este, moderated by Andrés Nieves, member of the Board of Directors of Radio Vieques, in which they shared preliminary results of the audiences study. (Photo: IRB)
Dr. Ivelisse Rivera Bonilla of UPR Humacao and Dr. Federico Subervi offered workshops on the design of the survey and realization of structured interviews to the students of CSUF and UPRH at the Fort Conde de Mirasol in Vieques (Photo: Blanca Rojas).
STAFF & BOARD OF DIRECTORS

MAGALY RIVERA
EXECUTIVE DIRECTOR & BOARD MEMBER

ILEANA RIVERA SANTA
STATION SERVICES DIRECTOR

SILVIA RIVERA
CHAIR

DOUG MITCHELL
CO-CHAIR

MARIA BARQUIN
TREASURER

LUIS ROSARIO-ALBERT
SECRETARY

FEDERICO SUBERVI
BOARD MEMBER

ALFREDO CRUZ
BOARD MEMBER

HUGO MORALES
BOARD MEMBER

FLORENCE HERNANDEZ-RAMOS
SPECIAL THANKS TO OUR FORMER EXECUTIVE DIRECTOR