

MINUTES OF THE KGNU BOARD OF DIRECTORS ANNUAL MEETING

Monday, November 9, 2015

4700 Walnut St., Boulder, CO 80301

Board Members Present

Jon Walton, Chair

Liz Lane, Vice Chair

Risë Keller, Secretary

Joy Barrett, Treasurer

Eugene Stan

Jeannie Brisson

Tim Russo, Ex-Officio, non-voting

Board Members Absent

Gavin Dahl

Robin Van Norman

Guests

Dave Ashton

Arleigh

Michele Barone

Roz Brown

Maeve Conran

Helen Dohrman

Sahara Donohue

Phil Duggan

James Duncan

Guy Erricson

George Figgs

Kathy Gilbert

Dennis Glowniak

Bill Hogrewe

Elena Klaver

Leslie Lomas

David Macintosh

Kathleen

Martindale

Ron Nadel

Evan Perkins

Irene Rodriguez

Jim Sawyer

Nile Southern

Cherrelle Spate

Marge Taniwaki

James Weise

Lewis Wolff

6:00 pm – Meeting called to order

Agenda approved

October meeting minutes approved

PUBLIC COMMENT

James Duncan asked why we air BBC for two hours during prime driving time daily.

Elena spoke on behalf of the Volunteer Working Group – they would like to find the list of people who wanted to work on diversity and inclusiveness. We'd like to be able to recruit people to work on volunteer retention and training. (These materials can be viewed at <http://news.kgnu.org/2012/09/kgnu-all-station-retreat-posters-january-2015/> using the password **retreat2015**.)

Michele Barone said she doesn't feel appreciated and respected as a volunteer and would like to see a Volunteer Coordinator bring back volunteers who have left for more satisfying volunteer experiences. Jon clarified that hiring is the Station Manager's responsibility.

Nile acknowledged Arleigh for her 20-year-plus service on the Nominating Committee. She is leaving the Nominating Committee.

Gene expressed interest in starting a moderated online KGNU community forum to discuss ideas, problems, and solutions.

Annual Reports

Introductory remarks - Jon Walton

COMMITTEE REPORTS - Liz Lane

Development Committee

Chair Ron Nadel

Members: Jeannie Brisson, Liz Lane, Yukari Miyamae, Ron Nadel (Chair), Bonnie Vandursen, Barbara Stern, Tim Russo

Meetings: 3rd Wednesday of the month, in Boulder.

Development Committee Purpose Statement

In support of KGNU Staff and Board of Directors, assist with KGNU fundraising in the following areas:

- Major Donor cultivation (\$1,000 +)
- Mid-level donor cultivation (\$250-\$1,000)
- Foundation Grant application writing
- Business sponsorship cultivation materials and activity
- Donor-appreciation activities (personal letters, personal phone calls, dinners, etc.)
- Web, multi-media, social networking, and printed materials contributions

Accomplishments

1. Committee Makeup
 - a. Added new permanent member, Barbara Stern
2. Legacy Giving Brochure - Primary activity for 2015 (6 months)
 - a. DevCom tasked to Develop a Brochure
 - b. Created 6-Panel Brochure
 - c. Creating a Legacy with KGNU
 - d. Will serve as the basis for KGNU related web page
 - e. Initial strategy for Brochure distribution
 - i. Targeted donor mailing
 - ii. With signed personalized letters
3. Strategic Planning Related
 - a. Very little progress here, must be the focus of the next quarter
4. Thank You Calls
 - a. Committee members personally call new/renewing SOLR members

Ongoing Activities

1. Visitation Promotional Packet
 - a. To be used with targeted major donors
 - b. Folder with KGNU historical materials, goals, cards, program clips
2. Grant Writing
 - a. Developing KGNU strategy/approach
 - b. Will need attachment library
 - c. Creating a decision matrix for targeting funding opportunities
 - d. Will need all Staff and Board Bios updated
3. Strategic Plan review and Initiatives adoption
 - a. Review high priority activities outlined in Strat Plan
 - b. Identify next steps activity

Ron said the Development Committee is interested in becoming a Standing Committee.

Strategy Committee

Chair Jon Walton

Committee Members: Jon Walton (chair), Roz Brown, Liz Lane, Marge Taniwaki, Gavin Dahl, Nikki Kayser, Tim Russo

Meeting times: Quarterly, in Boulder. Check the calendar for the next meeting time.

Committee Purpose: To actively manage and maintain the KGNU strategic plan by supporting responsible parties to drive the plan forward. This includes monitoring and documenting progress against plan objectives, advocating for the needs of responsible parties and updating the plan document.

In 2015 the Strategy Committee revised its purpose statement to allow for a greater focus on active support and involvement in the Plan's goals. The revision has allowed committee members to be more engaged in supporting and driving the successful completion of activities in the plan. The following list details the specific accomplishments of the KGNU community against the stated Goals and Actions in the Strategic Plan.

Completed Goals and Actions

1. Define our target audience in demographic terms such as age group, sex, education and occupation
 - a. Review existing KGNU documentation and tacit knowledge.
 - b. Work with other media outlets and research sources to understand target audience.
2. Ensure public access to and retention of KGNU Meeting Minutes and supporting documentation
 - a. Develop policies for communication and posting of meeting minutes and actions
 - b. Educate Committee Chairs on posting and archiving process and responsibilities
 - c. Develop posting and archiving infrastructure
3. Create and staff a Content Manager Position
 - a. Develop job description, position goals and requirements. Seek input from traditional media providers, businesses and not for profit media outlets.
 - b. Conduct hiring process
4. Improve community relations
 - a. Use quarterly E-newsletter to communicate with stakeholders. Assess these needs against the existing Rare Frequencies publication and their respective costs.
5. Increase cross promotion with other media by 100%
 - a. Work with media outlets to cross promote activities and programming
6. Increase collaborations & partnerships by 25%
7. Provide timely external communication to listeners and stakeholders as measured by the number of interactions.
 - a. Increase promotion of the Comments Line; compile and share comment slips from members
8. Build loyal listeners to specific shows to increase frequency of listening
 - a. Per shows: logo & by-line, bumper stickers, static cling decals, hats, vinyl bowls, or other items
 - b. Train hosts to forward promote next shows
 - c. Record & schedule testimonials for each show. Share with drive pitchers.
9. Increase younger listenership by 10%
 - a. Provide multimedia digital content they can find where they are online, particularly via mobile devices. See Actions #187
10. Increase number of regular listeners, defined as those who listen at least 4 days each week and frequency of listening.
 - a. Send e-newsletters to members & prospectives with featured programming
 - b. Producing programming in series or regular installments
11. Increase SOLR membership
 - a. Gather historical info to demonstrate progress & increase awareness
 - b. Create goals and celebrate milestones with respect to SOLR program
 - c. Include form on back of all letters; mail with personal note about shopping tote, annual gift, stop by station
 - d. Automate annual maintenance of current AFT's, Design membership card specific to SOLR members wo/ renewal date
12. Increase membership revenue
 - a. Establish how many currently pending SOLR as baseline; track fulfillment rate; target weekly efforts
 - b. Create Captains' club for improved contact info, gifts and fulfillment accuracy during drives; meet monthly
13. Target retention of 1st time members
 - a. Mail new member welcome packet w/ ways to deepen relationship in brochure; schedule & complete monthly thank-you follow-up calls
 - b. Establish 2nd communication to send before 1st anniversary
14. Improve outreach program to reach a wider audience i.e. 30 people participating in these efforts.
 - a. Design & implement required training program.
 - b. Increase number of outreach events in which we participate.
15. Grow potential members in database by 10% annually
 - a. Capture listeners' e-mails (& snail addresses) e.g. ticket winners, sales, drawings & raffles, archive & website visitors
16. Increase online content and the frequency of updates to ensure daily updates at a minimum
 - a. Develop News portal

17. Increase professional competency of staff through participation in annual development opportunities
 - a. Incorporate a professional development plan in every staff member's annual goals
 - b. Ensure that each staff member participates in at least 2 professional development activities each year. Include this metric in performance reviews.
18. Upgrade Membership database
 - a. Evaluate software options, buy & include continuing support contracts
 - b. Consider upgrading MEMSYS operating system, based on decision made in #177.
19. Conduct a minimum of 2 remote broadcasts each quarter

2016 Plans for the committee

In 2016 the committee plans to focus on making the given goals easier to define and measure. Currently some the Plan's goals and actions fail to provide the level of specificity that the Responsible parties need to be successful. The committee will ensure that the goals and actions are SMART (Specific, Measurable, Attainable, Realistic and Timely).

Additionally 2016 will see the committee become much more active in supporting each Responsible party in the pursuit and achievement of their goals. We seek to help the community find ways they can support the achievement of these important goals for KGNU in 2016.

Nominating Committee

Co-Chair Nile Southern

Committee Membership: Staff: Evan Perkins, Tim Russo; **Board:** Joy Barrett

Volunteers: Arleigh, Marge Taniwaki, Dennis Glowniak; **Co-Chairs:** Joy Barrett & Nile Southern

Meeting times: 3rd Monday of the month, depending on members' availability.

The Nominating Committee engaged in the following during 2015:

- Meetings (monthly)
- Recruitment/processing of potential new Board members (ongoing)
- Consideration of (3) applicants, (1) confirmed by the Board
- Implementation of online KGNU Board application form
- Set up Google Docs for working documents and repository
- Doodle set up for scheduling Committee meetings and polling Board
- Established electronic Master Tracking Grid to monitor/process all prospects / applicants
- Reduced Nomcom responsibilities for co-chair Joy, who is also Board Treasurer
- New Committee Members: Dennis and Tim
- New Board Member: Eugene Stan
- One Board member application is currently in process

Nominating Committee 2016 Goals

- Ongoing: Recruit new applicants.
- Utilize KGNU member database for considering potential Board member recruitment.
- Consult KGNU committee chairs for possible Board candidate recommendations.
- Consider Volunteer pool for new Nominating Committee members.
- Recruit from volunteer pool in Denver.
- Recruit additional NomCom members from Board (2), and/or Staff (1).
- Update Nomcom Master Tracking Grid to reflect current prospects.
- Update the Welcome Packet orienting new KGNU Board members.
- Review and update online Application—present any modifications to Board for approval.
- Update Standard Operating Procedures.
- Write article for KGNU Program Guide on Board application and service. (Spring)
- Work with Strategic Plan goals.
- Attend more KGNU events in search of potential Board and new Nomcom members.
- Nile has an idea for a tourist pamphlet showing all the community radio stations along the Front Range to distribute at DIA and other Front Range venues.

Events Committee

Board Member Risë Keller (for Chair Meredith Carson)

This year saw a newly revitalized events committee. Long-time core members Helen Dohrman, Karen Gruber, Kathy Metzger, Yukari Miyamae, and Meredith Carson set a regular meeting on the first Wednesday of every month at the Boulder Studios, and welcomed KGNU stalwart Elena Klaver to our midst. We worship our staff rep, Wally Wallace, and we get huge, HUGE help from Nikki Kayser and Tim Russo, as well. Our board rep is Risë Keller.

KGNU has four significant yearly events, each of which defines and enlarges our community: Mardi Gras, the Plant Sale, the Charles Sawtelle Memorial Mountain Jam, and Mouse's Pie R Square Dance. All in all, the events raised more than \$14,000 for KGNU this year.

Mardi Gras - Saturday, February 11

Our annual Mardi Gras dance party would not be possible without the participation of KGNU's longtime volunteer Dan "Big Daddy" Willging and his Colorado Friends of Cajun and Zydeco (CFCZ), our partners in the event for the last four years. We've found a home for this event at the Avalon Ballroom, which is the perfect venue, with a huge dance floor, stage and kitchen. This year, we hosted Ed Poullard and Preston Frank Creole Dance Band, with red beans and rice donated by Oskar Blues, gumbo from Whole Foods, and donated beer and wine. It was a rollicking event that netted \$3477 for the station. The 2016 Mardi Gras is scheduled for Saturday, February 9.

Plant Sale - Sunday, May 31

This event is organized and led by veteran KGNU volunteer, Kathleen Martindale, along with the Events Committee and the Volunteer Working Group. This year's event was the largest ever, and featured sales of donated plants and gardening books, along with music from volunteer musician. We netted around \$2000 for the station.

Charles Sawtelle Memorial Mountain Jam - Sunday, July 19

This is really KGNU's signature fundraising event, held each summer in the side yard of the Gold Hill Inn. We could not possibly do it without the generosity of the Fabulous Finn Family (owners of the Gold Hill Inn); our music coordinator, KC Groves; our barbecue wizard, Michael C. Bradshaw; emcee Fergus, and KGNU's staff and volunteers. This year's musical guests were Chain Station, Sierra Hull and Frank Solivan and Dirty Kitchen. It was a gorgeous afternoon with lots of music, dancing and eating. The net proceeds for the station \$5214, about \$2000 higher than last year!

An Evening with Miguel Ruiz - Thursday, November 5

Largely through the efforts of committee member, Karen Gruber, and station manager, Tim Russo, we were able to add an event last week - a book-talk with Don Miguel Ruiz, author of *The Four Agreements* and several other books. His new one is *The Toltec Art of Life and Death*. Duncan Campbell interviewed him on the Living Dialogues show during the pledge drive. Robin Claire interviewed him on Tributaries a week before the event, and we presented his talk at Su Teatro in Denver, along with a small reception with several donors. Tattered Cover was on hand to sell his books. It was an amazing evening, a big community builder for us (over half the attendees had never heard of KGNU!), and netted \$3211 for the station.

Mouse's Pie R Square Dance - Sunday, November 8

If the Charles is our signature event, this one is really the heart of our community. We celebrate Mouse Bradshaw and all of KGNU's dear departed, and to do that we get together to visit, dance and eat pie! This one owes large parts of its success to KGNU volunteer John Lehndorff, The King of Pie. And to the efforts of the events committee, who organize and put on this event without the help of additional volunteers. And special thanks to our emcee, Fergus, and our music coordinator and stellar dance caller, Elena Klaver. This one is more a labor of love than a fundraising event, but we did squeak out \$216 for KGNU!

Coming in the Next Year

Speaker Events: Committee member Karen Gruber has a deep interest in helping KGNU present an ongoing series of speaker events. Working with our news director, Maeve Conran, the events people at the Boulder Book Store and others, Karen is compiling a list of speakers who might join us for events. There's a possible Amy Goodman event in 2016.

Venue Database: Committee member Risë Keller has taken on the formidable task of compiling a

list of venues that would be appropriate (and affordable!) for KGNU events. We applaud her persistence and wide-ranging research on this project.

Community Room Cleanup: We're also spearheading the cleanup/transformation of the community room at the Boulder station with the idea of possibly producing some small-scale events right there at the station. We'll start with the

Holiday Party - Friday, December 11, 5:00-9:00 pm: The events committee will be organizing KGNU's holiday party this year, to try to relieve some of the burden on our hardworking staff. The Holiday Party will be Friday evening, December 11, 2015.

Program Committee Annual Report - Nov 9, 2015

Dave Ashton (for Chair Gavin Dahl)

The Program Committee's main activities are to advise the staff on any proposed programming changes, and to review music and public affairs programs produced by KGNU volunteers.

Members of the committee rate KGNU's programs on factors such as legal broadcast requirements, adhering to station policy, adhering to the written description of the program, interviewing skills, and technical skills. Feedback is compiled and given to the Music Department and News Department. Staff shares feedback with on-air producers of reviewed shows. This process is intended to help on-air volunteers improve their programs and comply with station policies.

Meetings: Fourth Tuesday of every month at 6pm, alternating between the Boulder and Denver studios. The addition of regular Denver meetings has helped grow the number of volunteers involved in the committee.

Active participants in 2015 include:

Gavin Dahl (chair)	Guy Errickson	Elena Klaver
Maeve Conran	Danielle Gauna	Barbara Stern
Dave Ashton	Leslie Lomas	Paul Kirolyi
Tim Russo	Dan Willging	Rise Keller
Kathy Gilbert	Eugene Stan	Irene Rodriguez
Michael Buck	Doug Gertner	Cherelle Speight

Accomplishments: The committee devoted much of the year to broad discussions on hosting music programs, operations and areas of volunteer DJ enrichment most in need of attention. We devoted multiple meetings in each location to reviewing the station's non-commercial, indecency and election policies. Subjects discussed included music some feel is too mainstream to play on KGNU, the use of the word "free" which is often mentioned by DJs, and calls to action by DJs. Many DJs are not compiling playlists or updating the Upcoming section of the KGNU website, others fail to re-file station music. We've also reviewed community radio best practices for music rights and licensing. The committee reviewed several programs, examining questions about mission relevance.

Current efforts: Each programming policy document will benefit from updates outlined by our work, and volunteers have asked for annual refreshers as policies evolve. The committee is also calling for Denver DJs to have access to new digital music and a better understanding of EAS alerts as they happen. The PSA and calendar listings need more oversight so that every script at the fingertips of DJs is appropriate for reading on-air.

Plans for 2016: The committee is looking at syndicated news and public affairs programs that could be a good fit. In January we will begin reviewing existing shows again.

Budget Committee

Treasurer Joy Barrett

The attached document shows the budget vs. actual for the 2015 fiscal year ("FY15") operating budget, i.e., Oct. 1, 2014- Sept. 30, 2015. (**NOTE:** The 2015 budget vs. actual pages will be appended to the final Annual Meeting minutes PDF.) Summaries of income and expenses are provided below.

FY15 Income - Underwriting, Memberships, Unrestricted Grants, and Studio Production Time all came in under the projected budget numbers. All shortages were more than covered by the large Bequest line item this year.

FY15 Expenses - Employee Search, Information Technology, Outreach/Promotion, and Repairs & Maintenance were the line items which came in over budget for the year. That being said, total expenses were right in line with the proposed total.

The Budget Committee worked closely with our accountants, the Board, and the Station Managers (first David and then Tim) from early Spring through late Summer to develop a FY16 operating budget that incorporated the staffing and other priorities for the coming year. That budget was approved by the Board during its September 2015 meeting. Budget Committee normally takes a break after the September meeting each year. We will resume our meetings early in 2016, but are prepared to assist Board and staff with any budget questions or needs in the meantime.

Membership income constitutes two-thirds of KGNU's operating budget.

Maeve asked about loan repayment. Joy said she doesn't know the total remaining debt but will find out.

Guy asked about the status of the second mortgage on the Boulder building. Tim said he will look into the specifics.

STAFF REPORTS

2015: A Year of Transitions

Station Manager Tim Russo

KGNU experienced a Station Manager transition in July, when David Wilson passed the baton to me to take on the general coordination of KGNU. In general the transition has been relatively smooth as I settle in and begin to get to know staff, volunteers, board, and committee members as well as gain a sense for how KGNU has and continues to function.

KGNU is currently in the process of another transition that began in May when long time Music Director John Schaefer moved on to explore new adventures, passing the Music Directorship in interim fashion to Kathy Gilbert. Kathy has shown commitment and flexibility to hold the fort while KGNU conducts a search and hire process for the new coordination of the KGNU Music Department. That process is moving along well after fielding approximately sixty interested applicants. The Music Director Search Committee hopes to be able to define and implement an exciting proposal before the year ends.

We had a very successful Summer Pledge Drive, exceeding our \$30K goal, as well as a fairly successful Fall Pledge Drive hitting a historic mark. Our Membership Director Nikki Kayser will share many of the details.

The summer and fall have seen a series of wonderful activities and events kicking off the new fiscal year with a couple of successful and fun events, including a really great night in Denver last week with a benefit for KGNU with best-selling author Don Miguel Ruiz and yesterday's face stuffing, heal raising, Pie-R-Squared.

KGNU's Capital Campaign continues to move along with close to \$200,000 committed to the campaign and about another \$50,000 needed to reach our goal. David Wilson will continue to be involved on this campaign as we move to close it in 2016. The potential of this campaign is exciting as we begin to think with an integrated perspective about thrilling designs, upkeep and upgrades that could thrust KGNU into the future of Community Media.

We'll continue to work to redefine and redesign the recently dubbed "CommunitySpace" to be a space for creative, comfortable, and broad community participation. We've used the space for the recently initiated Station Manager / Volunteer free form meetings, which will resume in the very near future, to explore topics, themes and issues relevant to KGNU.

Moving forward for 2016 we hope to inspire, engage and involve many new faces in collectively forging KGNU's future paths towards adventurous and intriguing new horizons.

EXECUTIVE COMMITTEE

The Executive Committee met on Tuesday, November 3 to set the agenda for this meeting.

Denver Program

Denver Program Manager Dave Ashton

2015 might aptly be viewed as the year KGNU's Denver expansion reached maturity. Balancing between live broadcasts, preproduction of programs and ongoing trainings, the demand for studio time has never been higher. Among the most active new producers in Denver are members of the Outsources collective and the reinvigorated Metro hosts. I trained a strong group of new Sleepless Nights DJs, who debuted this year. Recently we had a week where 4 of the 5 Afternoon Sound Alternative shows aired from Denver.

In concluding our "10 for 10" series, we enjoyed our best turnouts at the final few events. Through a partnership with the History Colorado Center we hosted a membership appreciation party in April featuring the touring exhibit "1968: The Year that Rocked History" and a presentation on the tension between the counterculture and establishment in Colorado in the 1960s-70s called "The Hippie Problem" by State Historian Bill Convery. This was the first Membership appreciation event hosted by KGNU in recent memory, whether in Boulder or Denver.

The revitalization of the KGNU Summer Record Sale surpassed all expectations. Donations from local record stores, volunteers, and listeners were sold over two different weekends, then the remaining records were sold to local record stores and an art space in Denver, totaling nearly \$8,500.

This is our 8th year hosting interns from the Denver Public Schools' ACES Career Paths program, but the first time we've done it afterschool instead of during the summer. Through a grant I wrote to Peyton Manning's Payback Foundation we contracted Alisha Francis as KGNU's Student Internship Coordinator in October and November.

Outreach efforts continued in Denver this year. KGNU resumed the live broadcast of Pridefest this year, which we did not in air in 2014. New partnerships we sponsored in Denver included a marathon benefitting Denver Food Rescue and a screening of the film "Shadow of Liberty". Finally I served on the KGNU Station Manager Search Committee, helped David Wilson with grant writing, and spent many Fridays in Boulder ensuring staff coverage of the main office.

In the year to come we look forward to incrementing the new voices heard on Metro and other programs from Denver. With a new video camera from Denver Open Media now installed in the studio, we can expect to see KGNU's Metro TV debut on CH 57 in Denver.

KGNU organized a new oral history project this fall in collaboration with the Denver Public Library. The project, entitled "That's The Day it All Changed," focuses on the experiences of migrants, immigrants, refugees and asylees. We are running a pilot program at the Byers Branch Library every Thursday through the end of November. If the project is successful we hope to take it to other Denver Public Library branches next year. KGNU volunteers are interviewing people who connect with immigrant services at the DPL. News volunteers are editing the stories for the Morning Magazine. In concert with this project, we held an event in October at the Denver Public Library Byers Branch featuring youth musicians from immigrant backgrounds, who talked about their identities and aspirations. We intend this to be the first of a workshop series called "The Visual Audio Club."

KGNU Denver shall continue increasing its contribution to the overall KGNU community. A specific area to focus on is more field reporting as well as live recordings of lectures and forums. We are revisiting the "Garden of Community" concept. The hope is that this could help us connect with more supporting businesses, through a static cling sticker campaign. I am working with Tim and Wally to develop a program to maximize listener input and community participation in developing the "Garden of Community" concept, possibly through an art contest and/or participatory event.

Membership

Membership Director Nikki Kayser

Member Acquisition, Retention, and Revenues

Car donations

Colorado Gives Day

Corporate matches

Giving outside drive campaigns: Social media, digital tip jar, website, news blog, AfterFM

Membership drives & mailings

Sustainers of Local Radio, aka SOLR members

Workplace giving

Year-end campaign

Fiscal Year 2015

Increased membership

- Communicated more frequently on various platforms
- Strengthened SOLR program: increased features of free shipping, monthly ticket drawings; displayed benefits of SOLR to KGNU, goals & progress to increase awareness within whole community.

Increased revenues

- Gave reason to give regularly
- Developed annual schedule of promotions: car donations, gift memberships, memorial gifts, corporate matches, estate planning
- Every show had a \$ goal & challenge \$; increased both amounts in Fall; improved communication to DJ's
- Increased use of testimonials
- Improved fulfillment- use of website donation link
- Ran more car donation promos
- Called lapsed folks during drive

Retained current members by improving services

- Captains' club: monthly meetings, checklist at station
- Trained DJ's on pitching basics- one pager
- Planned and produced more premiums before drive
- Designed more volunteer job descriptions to help before, during, after drive
- Trained more volunteers to help in membership office
- Phone volunteers: posted checklist, used training video
- Improved member information accuracy at time of pledge

Future Plans

Increase membership

- Increase retention of new members- anniversary calls
- Expand SOLR program: add benefits like SOLR party, free beer at events, anniversary message
- Improve retention: thank-you message to all who give, increase interaction of specific show supporters
- Solicit prospective members through targeted mailing/e-message

Increase revenues

- Run upgrade messaging with giving levels, include organizational giving
- Give reason to donate regularly outside of drives: Facebook donations, more digital tip jar campaigns, increase News Blog & AfterFM giving
- Communicate more frequently: sub-brand by show, contests on social media, e-blast prospective members, ticket winners, corporate matching message
- Increase use of testimonials all year- Train DJs to use
- Improve fulfillment- more frequent e-reminders of commitments
- Increase calls to lapsed folks during drive
- Distribute car donation information to car dealers & service centers
- Increase online giving
 - Add website to logo, stationery, bumper stickers
 - Capture e-mail address of visitors to playlist, website, & our social media

Retain current members by improving services

- Improve pledge drive efficiency & accuracy
- Captains' training video to improve accuracy & volunteer experience
- Improve premiums inventory tracking with iPad and phone people????
- Year-round drive planning- DJ 3-minute talks at annual retreat (video to reuse)
- Drive themes to focus messaging across platforms & help members remember renewal season/year.
- Focus whole KGNU community onto drives to increase everyone's involvement
- Increase Denver times to pick-up gifts, pay & visit with staff

2,925 active members. Represents a slight decrease this year to date. (Membership peaked at 4,422 in 2008.)

Car donations: \$22,718 year to date. Represents 3.3 % increase over 2014 YTD car donations.

Fall 2015 Membership Drive Tally, year-to-date: \$213.5K (before post-drive mailings and lapsed members calls). Includes more SOLR upgrades, 70 new SOLR members.

Revenues from Mailings (in thousands)

Fall

2015	\$54 (not including post-drive letter)	\$48
2014	\$72	\$70
2013	\$73	\$83
2012	\$72	\$44

Revenues from On-air Portion of Membership Drive (in thousands)

Year	Fall	Summer	Spring
2015	\$160	\$32	\$105
2014	\$144	\$28	\$104
2013	\$143	\$30	\$101
2012	\$130	\$27	\$117

New Members, as Percentage of Total Pledges During On-Air Portion of Drive

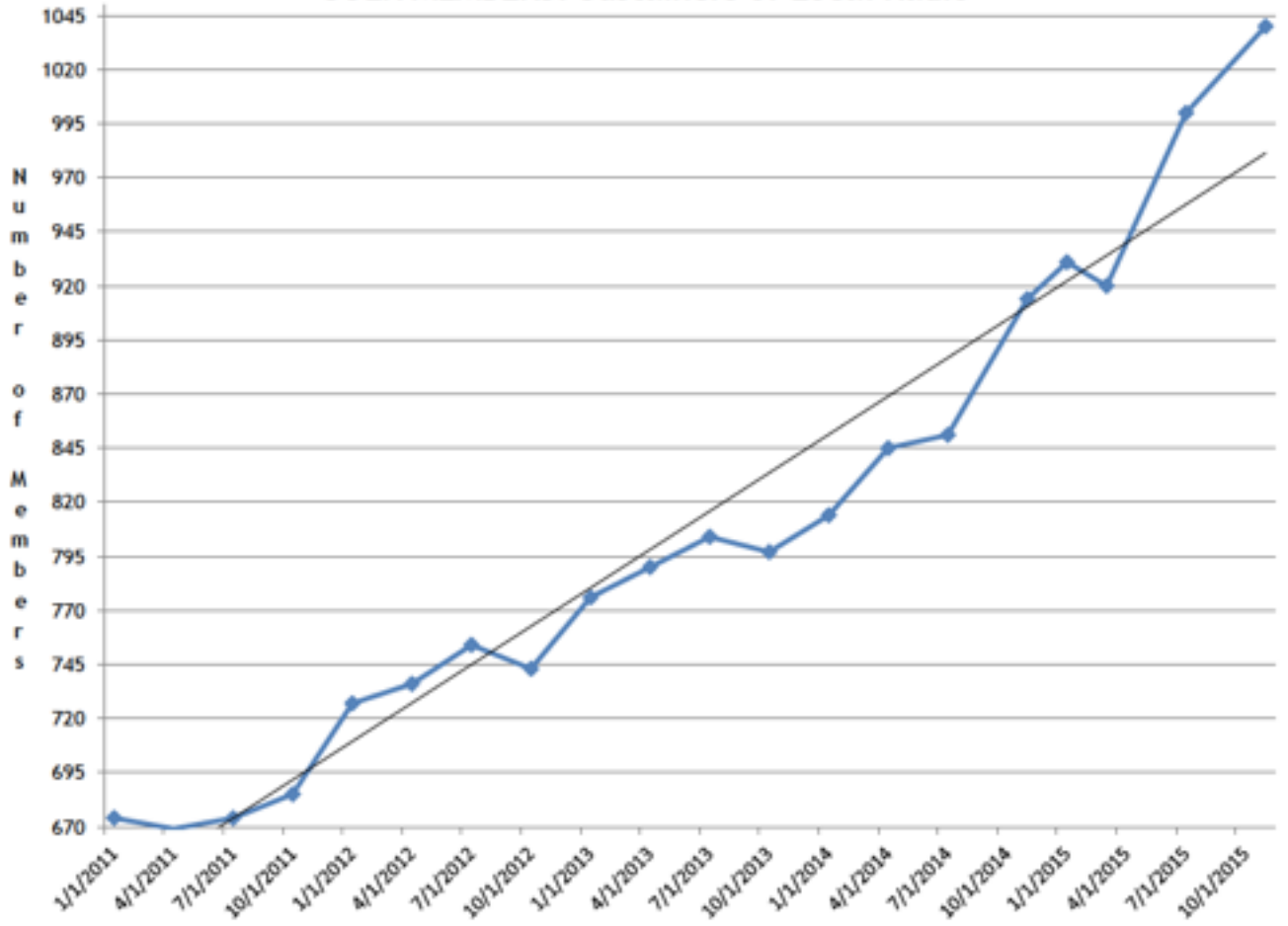
Year	Fall	Spring
2015	17%	17%
2014	18%	17%
2013	16%	15%
2012	15%	14%

Total SOLR Members and Their Average Monthly Contribution

Year	Members	Avg. monthly contribution
2015	1,026	\$12.30
2014	915	\$12.14
2013	844	\$12.00
2012	734	\$11.50

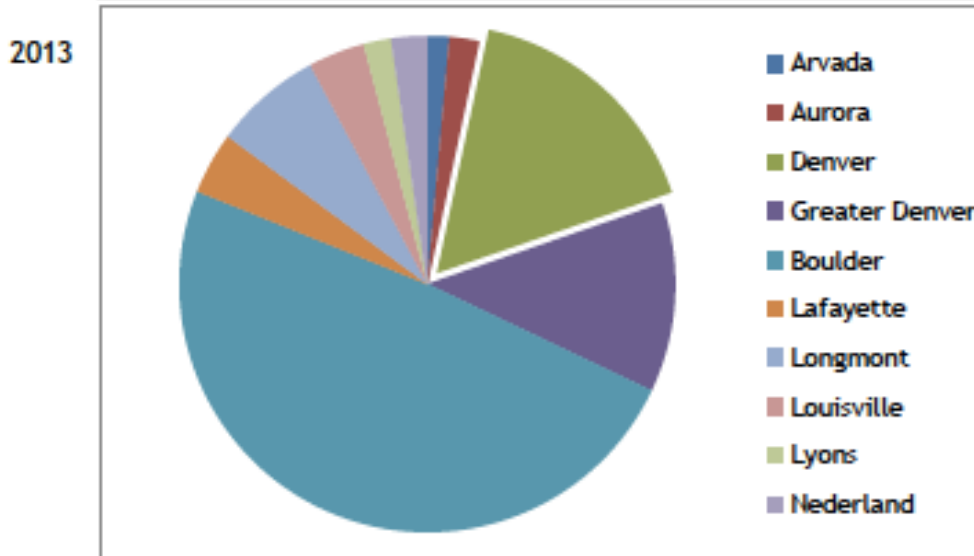
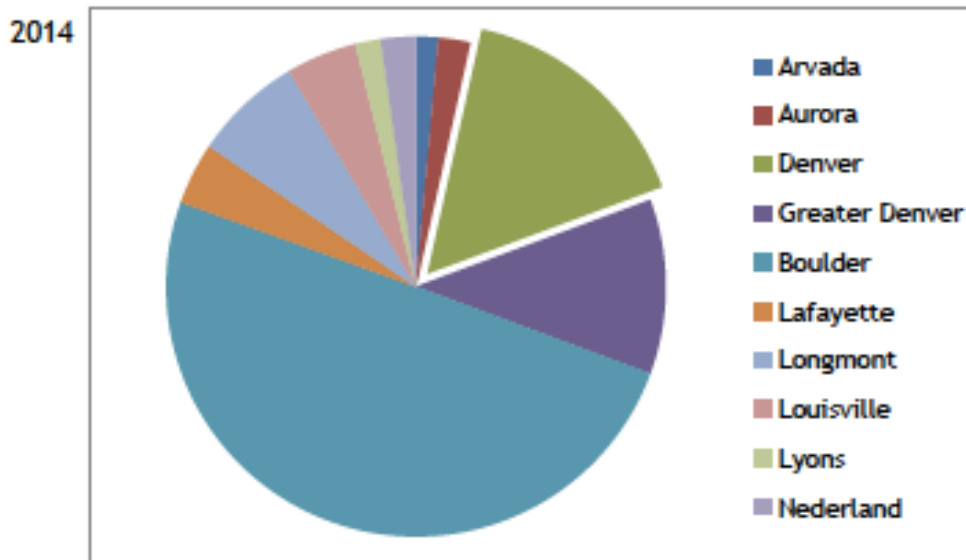
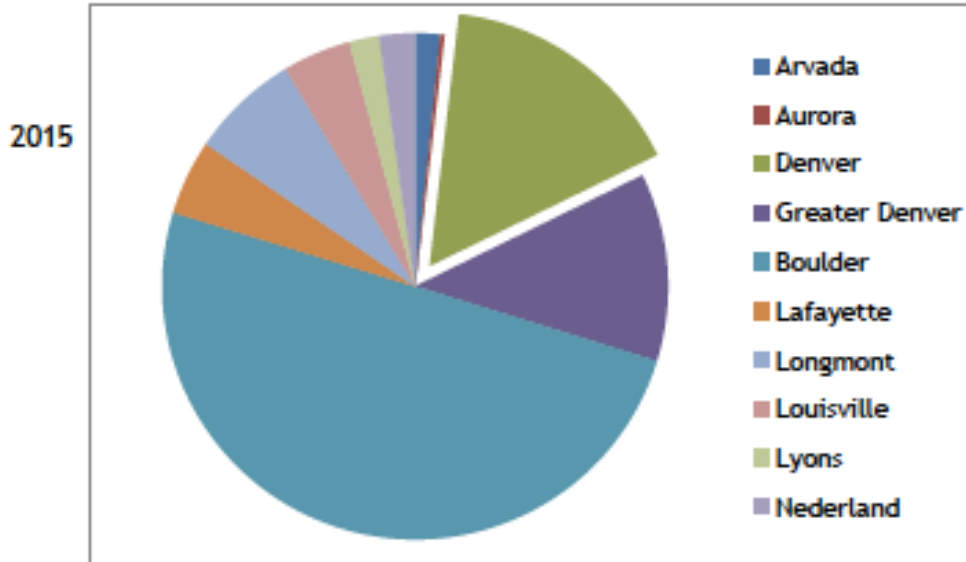
Note the steady increase in the number and contribution amounts over time.

SOLR MEMBERS: Sustainers of Local Radio



Geographic Distribution of Members

Aurora dropped this year; Longmont continues to drop; Lyons increased



Operations

Operations Director Evan Perkins

In years past, the mantra has been to tighten belts and make do with what we have. With recent fundraising success in grant writing, our capital campaign and successful membership drives, we are able to make investments in equipment, infrastructure and talent to move us forward on a number of long-term, long-stalled projects to improve everyone's experience on both sides of the mic.

David Wilson and I attended last year's NAB expo in Las Vegas, which gave us numerous ideas of what we want, and what we don't want, for new consoles in the air studios. A decision we came to right away is that we want uniformity across all five studios, so the DJs and other board operators will be able to transition between studios more effortlessly. The digital consoles will offer flexibility and scalability while maintaining a familiar user interface, the buttons and sliders, not to mention a smaller physical presence and footprint. We are planning a tour of other stations in the region, to look at the digital equipment they use and to discuss pros and cons with their engineers and users, before we make final decisions on upgrades.

Along with the upgrades to the studios, we are designing an upgrade of the entire broadcast path, from the DJ to the transmitter, the online streams and archives, the website and everything in between. We will build a wholly digital audio path to the broadcast signals and to new, more efficient servers for streaming and archiving. We will streamline the archiving processes, consolidating services to save money and improve the recordings' accessibility. The goal would be to assist the integration of the archives, the playlist system, the news portal, and AfterFM with the new website design.

We are evaluating options for our studio-to-studio and studio-to-transmitter links using IP-based technology as possible less expensive replacements to the ISDN system currently in place. Some advantages of an IP solution are that it doesn't require user actions to reconnect after a signal drop (due to power interruptions, for example), and offers the Denver studio direct access to the FM & AM transmitters, in case of emergency.

I recently signed a contract with a new telephone and Internet service provider, Integra, that will save us almost 50% over what we were paying our last provider, while increasing our office-use Internet bandwidth by a factor of two or three. This will be installed in mid-December. We're working with our longtime partners at Indra's Net on increased bandwidth to serve our streams with a less-expensive P2P system, replacing the expensive bonded T1s we currently use.

In accordance with the strategic plan, we've purchased remote broadcast equipment that works over the Internet, thereby making remote broadcasts much easier and more portable. The equipment works with either wired or wireless Internet access, and combined with a portable WiFi hotspot, we can set up remote broadcasts right away and from almost anywhere. We've used this at the Conference on World Affairs, RockyGrass in Lyons, the Arise Music Festival (an online-only broadcast on AfterFM.com), PrideFest at Civic Center Park in Denver, a return to the Boulder Farmers Market, and most recently from Farrand Field on the CU campus, covering protests at the presidential candidates' debate. I am confident that the system is reliable and easy enough that we can plan for many more remote broadcasts in the future.

We made a long-overdue investment in our membership database Memsys. We now have a modern computer and server OS, and with the update of the software and service contract, and with training and professional development, we will be able to utilize the capabilities of the software more fully.

My most recent project has been to add security to the Boulder building. We had an offer from one of our longtime members who works at ISONAS Access Control in the office park behind us to install maglocks and card readers on the external doors at low or no cost to KGNU. As discussion progressed, ISONAS asked if we would be real-world testers for their new access control software. With this, and combined with a security camera system, we will be able to schedule access times, provide volunteers access cards and codes that can be activated and deactivated as needed, and most importantly, give the DJs the ability to see who is entering and leaving the building and to buzz them in. Installation of this system will begin presently.

I continue to serve on the Nominating and Budget committees.

I maintain and upgrade our computer systems when possible, and train and assist our volunteers in whatever capacity I can. With the invaluable help of Steve Priem, Jim Mross, Jim Knopf, and others, I take care of building maintenance and engineering issues.

We continue to do good work and move forward, rising to the challenges and furthering the possibilities of community radio. I look forward to another year of our Great Experiment.

News Department

News Director Maeve Conran

Denver Public Library Collaboration

We are excited to collaborate with the Denver Public Library on an oral history project, inviting immigrants, asylum seekers and refugees who have settled in Denver to talk about “The Day It All Changed.” We are currently in the interview stage of this process and will edit the oral histories with a view to airing them on the Morning Magazine.

Internships

We are continuing our internship with September School (an alternative high school in Boulder) with students spending one day a month at the station and working on news stories. We had several college and high school interns during the summer and we have one intern from the CU journalism school and one intern from Metro.

Youth Training

We continued our summer youth training program providing two training opportunities for young people at the Boulder studio. The Temple Grandin School and CU helped George Figgs with the training of a group of young adults with autism and Robin Claire lead a successful youth radio training program during August. We have applied for a grant from the Boulder Community Foundation to do off site youth training at the Longmont Public Library.

Pledge Drive

The News Department had a very successful 2015 Fall pledge drive with a huge response to our locally produced shows. We made a concerted effort to get more calls during certain syndicated shows by inviting the producer to pitch with us and having a special challenge for the show. That was very successful for Counterspin, Jim Hightower and TUC radio.

Connecting the Drops

We are wrapping our collaboration with the Colorado Foundation for Water Education with our Connecting the Drops series which is funded by a grant by CFWE and involved producing monthly features on statewide water issues and 2 call in shows during the year that are simulcast on KRCC in Colorado Springs and KDNK in Carbondale. The CFWE was very pleased with the series and is exploring viable options for continuing the relationship. Maeve Conran was invited to speak about the series on RMPBS’s Colorado State of Mind (Channel 12) in May.

Radio Bookclub

We started a collaboration with the Boulder Bookstore to host a monthly radio book club. The bookstore’s Arsen Kashkashian selects a book every month, then we invite the author to KGNU to discuss the book at the end of the month. The Boulder Bookstore places a sign above the book display in the store for each month’s book selection, featuring the KGNU logo, the time and the date of the on air interview. The bookstore has been doing a lot of social media around the book club and it has been featured in a couple of nationally syndicated bookstore newsletters. We are exploring the possibility of syndicating the show and to doing remote broadcasts from the bookstore.

Stories of the River

The Environmental Group sponsored another water series that aired on KGNU this year on the Colorado River. Maeve Conran was the editor and Hannah Leigh Myers was the reporter on this five-part series on the Colorado River. This series was broadcast on several other RMCR stations.

Remote Broadcasts

KGNU did another successful remote broadcast from Denver’s Pridefest on Sunday June 14 from 2- 4pm. It was hosted on site by members of the Outsources Collective.

On Wednesday October 28 from 5-6pm, KGNU did special coverage of the GOP presidential candidate debate on the CU campus, focusing on the voices from the streets. We had 7 reporters at different locations around the city and on campus bringing us live reports by phone with Hannah Leigh Myers doing a remote broadcast from Farrand Field using our remote broadcast equipment.

Election Coverage

Once again, KGNU hosted all the candidates running for Boulder City Council in the 2015 election, as well as BVSD school board candidates and debates on Prop 300 and Prop 301 and discussions on other metro area election issues. We were able to host and highlight all of this content on news.kgnu.org.

Awards

KGNU received three PRNDI awards in 2015 (Public Radio News Directors Inc.) for pieces broadcast during 2014. The Tank, a short feature produced by Sam Fuqua came first in its division. After the Flood, a short documentary produced by Maeve Conran came second in its division and A Quiet Trailblazer, a long documentary produced by Sam Fuqua came second in its division. The Colorado Broadcasters Association awarded A Quiet Trailblazer first place in the Public Radio documentary division.

Conference on World Affairs

We continued our longtime collaboration with the Conference on World Affairs and hosted several panels at the Boulder studio that were broadcast live on air as well as a live remote from the CU campus. We expect to continue our CWA coverage in 2016.

Future Shows and Coverage

Climate talks: Irene Rodriguez and the Early Morning News team will be in Paris for the upcoming COP talks and their reports will be broadcast and featured on news.kgnu.org. Irene Rodriguez and the Early Morning News team have covered several of the recent COP talks.

Tech talk: KGNU is working with a group of students from the St. Vrain Valley School District on producing a series called Tech Talk. The series will consist of weekly 4-minute reports on local technology issues produced by the students with the help of KGNU volunteer Jeff Lund.

Digital Content

Digital Content Manager George Figgs

News.KGNU.org

- 1040 posts published, ~92,500 views, 66,600 visitors in FY2014/2015.
- Biggest month: July: 18,000 Views (top post 6,700, about Honduras)
- Typical month: 5-7,000 views, Typical Day: 200+ views, Good Day: 500+
- Monthly site visits: 5,000-10,000, trending growth from last year.
- Popular posts: local social justice, election coverage, water, flood issues.
- Annual Traffic: ~49% desktop , 43% mobile, 7% tablet

Volunteer Involvement: Regular or semi-regular web contributions from a handful of volunteers. Content submission workshops were held at annual retreat and on May 28, 2015. Efforts ongoing to engage more volunteers to incorporate steps to their workflow to produce web ready content.

News Social Media: Facebook continues to be an effective way for engagement when users share news stories on their own timelines. Top viewed news pages typically had highest number of shares on facebook. To encourage story referrals, share story link with guests on programs or tag them in facebook posts. Over 37k referrals via Facebook in 2015.

News Twitter: Modest follower growth. 571 followers, up from 413 last year. Twitter was effective in KGNU's collaboration with Conference on World Affairs, as we connected with CWA guests and panelists to promote KGNU hosted panels.

Twitter continues to be a simple and effective method for engagement with audiences and guests, having the News Twitter feed provides a good channel for news focused content.

Main KGNU Site Redevelopment: The new KGNU website is under development using WordPress platform which will be mobile friendly and facilitate the creation and organization of new and dynamic content. Design and migration of old content is in progress. Main challenges are preserving the "On Air" section and playlist/archive page functionality. Other functionality (spotlight items, contact forms, calendars) can be handled by WordPress. Timeline: Dev version working by EOY 2015, with preview and volunteer feedback at 2016 retreat before rollout.

Tech needs are to develop plugins to incorporate "On Air" and playlist and archive pages on the WordPress platform and be more portable and compatible with other web platforms. COMRAD functionality and playlist entry and scheduling will not be affected. When scripts are functioning, page can be more fully tested and implemented.

We're exploring alternatives to COMRAD for better future system integration for studio and web upgrades. We are looking at Spinitron, a tool used by many other community stations that integrates with many automation systems, as a supported alternative as well as open source products like Audience Engine that are in development. Spinitron may simplify playlist entry, show & DJ scheduling, playlist viewing, the music library database, and reporting. Plans to test EOY 2015. We will weigh our options against the possible costs and pros vs cons of updating COMRAD with input of staff, volunteers, and the next MD.

Longer View on Site Integration: Include News.KGNU.org content in an element of main site a content feed from News site to new KGNU WordPress site. Revisit AfterFM per input from new music director.

AfterFM: New web and program content additions slower since Music Director departure in late May 2015.

Streaming: We have changed streaming providers to improve reliability and reporting capabilities.

Remote Broadcasts:

RockyGrass, July 24-26, 2015: Streamed entire festival (except one artist). Aired live FM/AM Friday, Saturday, Sunday mornings. Production (volunteer coordination, technical considerations, artist relations) was extremely smooth, and featured interviews and reports from KGNU volunteers. Musicians shared our broadcast on their social media sites. We had a

dip in maximum simultaneous listeners compared with 2014, possibly due to reduced social media presence at RockyGrass, but positive responses from artists with their own social media.

Arise, August 5-7, 2015: 1st year, following request of Arise organizers. Event was web-streamed only. KGNU initially committed to streaming Friday, but all three days of the festival were streamed as there was production away from the stages and volunteer presence. Small listenership, but potential for growth.

Internet connection and bandwidth issues on site caused technical problems, resulting in frequent dropouts and quality issues. Setup location adjacent to mixing board had good public visibility, but wasn't ideal from a production standpoint due to stage volume. Overall, the event was a good field test for remote Comrex equipment to determine what requirements are needed for reliable music remotes.

Boulder Farmers Market, September 26, 2015: The coordination and technical production of the live remote broadcast of Old Grass Gnu Grass was very smooth and successful. Positive feedback from Farmers' Market organizers, who invited KGNU to have live remotes next season at Boulder and Longmont markets.

Music Department

Interim Music Director Kathy Gilbert

2015 was a successful year and one of transition in the KGNU music department. Our Music Director of nine years, John Schaefer moved on just before summer and long-time volunteer, Kathy Gilbert was seated as Interim Music Director. The search for a permanent replacement is ongoing and slated to be finished by the end of the year. The transition has been smooth in part to ongoing communication and shared vision. Kathy and John have collaborated on this report to give a complete view of 2015.

Membership Drive Review:

- **Combined total** (Spring and Fall Drives): **\$167,037**
- **Trend:** Over the last ten years, money raised has increased 56%
- **Summer Drive:** The shortened summer drive in July was very successful as we exceeded our goal of 30K. With no challenge money for specific shows and limited thank-you gifts, it was an encouraging show of support from our listener members.
- **Spring Drive:** Total raised = \$78,970
- **Fall Drive:** Record-setting total = \$88,067

Events:

Summer was a very busy time with lots of artists on tour, events and festivals. Our two largest events were our Iceland concert and RockyGrass. Additionally, we broadcast Old Grass Gnu Grass live from the Boulder Farmer's Market and live streamed the three-day Arise Music Fest on AfterFM.com.

Iceland

- For the fourth year we collaborated with the Icelandic Consulate General to organize events celebrating Icelandic music and culture. We organized the Reykjavik Calling concert at The Hi-Dive in Denver pairing local Denver artists with musicians from Iceland. It was well attended and KGNU received underwriting money as well as publicity on all materials. Additionally this year a television spot was purchased on KUSA where KGNU and two musicians promoted the event. KGNU received a donated trip for two to Iceland to use as an incentive for membership during the fall drive.
- Television Spot: <http://www.9news.com/story/life/2015/09/25/music-celebrates-icelandic-culture-womens-rights/72791932/>
- Details about the weekend: <http://icelandnaturally.com/article/taste-iceland-denver-2015>

RockyGrass

KGNU was on-site all weekend during the sold out RockyGrass event in Lyons. Highly anticipated and very popular, RockyGrass is a premier bluegrass festival presented by Planet Bluegrass. KGNU provided access by streaming the event live. Additional content is provided in the way of archives and

interviews. The web “Tip Jar” raised \$727 (with no sponsorship) from 19 people, 8 out of state, 6 memberships and 11 members new to KGNU. Peak simultaneous listeners were 497. The highest listenership was recorded Saturday and Sunday evening. 55% of listeners were on mobile devices. The second largest listenership outside of the USA was Japan (4%) followed by Canada and Sweden.

AfterFM

- Sessions = 142,595
- Users = 48,782
- Pageviews = 354,627

2016 Goals

- Continue to break the \$150K ceiling in fundraising
- Expand remote broadcasts and AfterFM content
- Expand communication within show teams
- Examine trends in music distribution including digital downloads

Underwriting

Boulder Underwriting Manager Kenneth Flowe

Underwriting moved at a steady pace this fiscal year as it takes into account two very important metrics:

- Revenue generated
- Range of underwriting clients

We have an expanded range of underwriting clients. Through this program KGNU Radio has worked with communities beyond its Boulder borders. Notable Underwriters include MoabFolkFest (Utah), Sherpa Concerts (Tennessee), and vpk by Arvada (Nebraska).

Underwriting has also helped many organizations get the word out about their special events. These clients include:

- CU Museum of Natural History
- Boulder Book Store
- Swallow Hill Music
- Mahler Festival
- International Funk Festival

More entities are turning to us to get the word out about their good works. They include:

- Dot's Restaurant on the Mountain
- Community Financial Credit Union
- Boulder Massage Institute
- Bank of Colorado

Underwriting is undergoing a phase of growth as we take on a new Underwriting Manager to develop the Denver Territory, and the Boulder Underwriting Manager pursues more support from the nonprofit and small-business communities. Look for revenues to increase as these efforts get underway.

Station Manager Note: Despite growth in the underwriting field during FY2014-2015, with all revenue as of August 15 totaling roughly \$27,000, KGNU still remains far short of the \$50,000 revenue goal for this area. Enhanced coordination with the new Denver Underwriter, David Cartwright and with our Boulder Underwriter, Kenneth Flowe in conjunction with Promotions Director Wally Wallace should strengthen our overall effectiveness underwriting and sponsorship.

Promotions Report

Promotions Director Wally Wallace

My duties as the KGNU Promotions Director include updating the KGNU Presents calendar (in-studio and on After FM), posting KGNU related content to our Facebook (which is linked to our Twitter account) and scheduling and coordinating all on air ticket giveaways. I maintain relationships with most of the music promoters and venues we have worked with for years as well as develop relationships with new ones. We had a very successful fall membership drive with respect to the number of tickets we were able to give away as thank you gifts due to our strong relationships with and the generosity of local venues. In 2015 we have given away well over \$15,000 worth of concert tickets as premiums to KGNU listener members who pledge during our membership drives. This does not include the tickets we give away on air the rest of the year, or offer to our volunteers on a regular basis.

Since taking over the management of the KGNU Facebook page the number of people who like the page has grown from 5,980 in July 2013 to 7,563 in November 2015 making our Facebook presence the second biggest of any community radio stations in Colorado behind KUVO at 12,371 likes. These can be compared with Colorado Public Radio at 13,484 likes. Over the past two years Facebook has made it more difficult for organizations like KGNU to organically promote their Facebook presence. However, we have used a limited amount of advertising money to boost KGNU events. This, I believe, has added significantly to sales for our events this year including the Charles Sawtelle Memorial Mountain Jam and KGNU's Record Sale.

For the past two years I have acted as the staff representative to the Events committee. I have worked to promote all of our events this year and have acted as the primary coordinator for numerous events. I was the supplies coordinator for our Mardi Gras event and our Pie R Square Dance. For the Charles Sawtelle Memorial Mountain Jam I acted as the supplies coordinator as well as the volunteer coordinator. My management of this event led to it being the most successful Mountain Jam we have had in several years.

In addition to promotional work, event coordination and social media work I have also, been managing our underwriting trades, maintaining relations with and updating content with our media partners, coordinating volunteer outreach in Boulder and at music festivals throughout the state, creating volunteer training videos and assisting at the station in any other way I can. I continue to contribute many volunteer hours of additional work each month.

For the coming year, I will continue to support KGNU's promotions and outreach as discussed above along with helping support our further development and use of social media. I have several ideas for the future that I believe would add greatly to KGNU's mission. I would like to assist with the development of multimedia production as well as working to develop new means of using social and online media to raise funds in alternative ways. As a part of the multimedia production I would also like to help create more video content for KGNU.

Other Business

A revision to the Bylaws was proposed at the October 2015 Board meeting. The proposed changes were posted on the KGNU website, with a link from the KGNU.org front page and instructions on commenting on the proposed changes. No comments were received between the posting of the proposed Bylaws amendments and November 9, the date of this meeting.

The proposed changes:

Proposed revisions:

Change 1. Bylaws currently read:

7.10 Standing Committees, Redress Committee

7.10.5 Redress Committee

7.10.5.1 Redress Committee Purpose Statement

The Redress Committee shall meet only when a request is filed by a Volunteer in response to their suspension or expulsion from the Station.

7.10.5.2 Committee Members

The Board, at the Annual Meeting, shall select the Redress Committee Members and Chair. This Committee is an exception to Article 7.8.1, Committee Members

7.10.5.3 Redress Committee

The KGNU Board shall maintain a Redress Procedure Policy. The Redress Committee must abide by the Redress Policy.

PROPOSED CHANGES

Change to 7.10 Standing Committees, Conflict Resolution Committee

Change to 7.10.5 Conflict Resolution Committee

Change to 7.10.5.1 Conflict Resolution Committee Purpose Statement

The Conflict Resolution Committee shall meet only when a request is filed by a Volunteer in response to their suspension or expulsion from the Station.

Change to 7.10.5.2 Committee Members:

The Board, at the Annual Meeting, shall select the Conflict Resolution Committee Members and Chair. This Committee is an exception to Article 7.8.1, Committee Members.

Change to 7.10.5.3 Conflict Resolution Committee:

The KGNU Board shall maintain a Conflict Resolution Policy. The Conflict Resolution Committee must abide by the Conflict Resolution Policy.

Change 2. The Bylaws currently read:

7.10.3.1 Program Committee Purpose Statement

The Program Committee is charged with:

- Meeting regularly to review KGNU programming in light of the Station's Mission and standards,

- Reviewing new programming on KGNU,

- Reviewing programs that have received complaints from listeners, Staff or Volunteers, and

- Assisting in improvement of programming as requested by Programming staff.

PROPOSED CHANGES

Change to

7.10.3.1 Program Committee Purpose Statement

The Program Committee is charged with:

- Meeting regularly to review KGNU programming in light of the Station's Mission and standards,

- Reviewing proposed new programming on KGNU,

- Reviewing programs that have received complaints from listeners, Staff, or Volunteers,

- Reviewing proposed changes to the schedule as well as the overall schedule, and

- Assisting in improvement of programming as requested by Programming staff.

A motion to approve the proposed Bylaws changes passed. The proposed Bylaws changes passed.

BOULDER COMMUNITY BROADCAST - KGNU
Profit & Loss Budget vs. Actual
October 2014 through September 2015

	Oct '14 - Sep 15	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
Bequests/Planned Giving	125,007	0	125,007	100%
BME Affinity Program	659	400	259	165%
Bus & Ind Underwriting	26,620	50,000	(23,380)	53%
Business & Ind Match	9,018	7,500	1,518	120%
Car Donations	23,473	20,000	3,473	117%
Corp'n For Public Broadcasting	105,376	100,000	5,376	105%
Grants - Restricted (Program)	28,800	0	28,800	100%
Grants - Unrestricted	17,220	25,000	(7,780)	69%
Interest & Dividends	749	0	749	100%
Memberships	458,504	493,000	(34,496)	93%
Miscellaneous Income	2,024	2,500	(476)	81%
Program Guide Ad Revenue	2,950	0	2,950	100%
Raffles	364	600	(236)	61%
Special Events	27,753	17,500	10,253	159%
Studio Production Time	4,449	7,500	(3,052)	59%
Volunteer Training Fees	3,623	3,500	123	104%
Total Income	836,590	727,500	109,090	115%
Expense				
Grant Expense - Restricted	10,299	0	10,299	100%
Bank Charges	6,732	7,500	(768)	90%
Cash Reserves/Debt Service	30,000	30,000	0	100%
Commissions	6,257	12,700	(6,443)	49%
Dues & Subscriptions	6,793	8,000	(1,207)	85%
Employee Benefits	54,117	60,000	(5,883)	90%
Employee Bonus	0	0	0	0%
Employee Search	3,043	250	2,793	1,217%
Fund Drive & Premium	1,947	4,500	(2,553)	43%
Special Events Expense	6,434	0	6,434	100%
Hospitality	802	1,000	(198)	80%
Information Technology	12,834	8,400	4,434	153%
Insurance	17,168	18,000	(832)	95%
Interest Expense	1,721	1,721	0	100%
Janitorial	3,205	2,980	225	108%
Labor	3,005	0	3,005	100%
Mortgage Interest	15,936	15,925	11	100%
Office Supplies	10,504	12,000	(1,496)	88%
Outreach/Promotion	7,486	5,000	2,486	150%
Postage	6,845	7,500	(655)	91%
Production Supplies	2,605	3,500	(895)	74%
Professional Development	3,520	5,000	(1,480)	70%
Professional Fees	24,736	35,000	(10,264)	71%
Program Acquisition	38,038	38,000	38	100%
Program Guide Expense	8,205	0	8,205	100%
Rent - AM Tower	32,400	32,400	0	100%
Rent - FM Tower	18,784	18,785	(2)	100%
Rent - Denver Studio	7,432	7,450	(18)	100%
Repairs & Maintenance	7,129	6,000	1,129	119%
Salaries	306,394	311,769	(5,375)	98%
Satellite Interconnect	8,683	8,500	183	102%
Storage	828	820	8	101%
Taxes - Other	163	300	(137)	54%
Taxes - Payroll	24,887	26,000	(1,113)	96%
Telephone	20,302	20,500	(198)	99%
Utilities	17,487	18,000	(513)	97%
Total Expense	726,720	727,500	(780)	100%
Net Ordinary Income	109,870	0	109,870	100%
Net Income	109,870	0	109,870	100%