

MINUTES OF THE KGNU BOARD OF DIRECTORS MEETING

Monday, February 8, 2016

700 Kalamath St., Denver, CO 80204

Board Members Present

Jon Walton, Chair

Liz Lane, Vice Chair

Risë Keller, Secretary

Joy Barrett, Treasurer

Jeannie Brisson

Gavin Dahl

Eugene Stan

Tim Russo, Ex-Officio, non-voting

Absent

Robin Van Norman

Guests

Dave Ashton

Doug Gertner

Steve Wright

6:02 pm-Meeting called to order by Jon Walton

Agenda approved

January 2015 minutes approved

PUBLIC COMMENT

Joy read this statement from Michele Barone: "I am concerned about the current open Development Director's position at KGNU. Over the past 10 years KGNU has had 4 Development Directors (including Shawna Sprowls). I believe that KGNU is "doing the same thing over and over again and expecting different results". This is Elbert Einstein's definition of insanity. The job description hasn't even changed. Each previous Development Director met the minimum requirements of the position, however none of them were successful in raising the necessary funds or developing the necessary relationships in the community that might increase large donations. None of them were successful at increasing grant funding for KGNU. The typical non-profit Development Director salary average is between \$90,000 and \$100,000. Trying to hire a qualified, experienced and successful Development Director at a salary of \$44,000 is an impossible task. Why would KGNU waste the time and money to try and fill this position? I urge the Station Manager and Board to consider filling other potential positions including Volunteer Coordinator that could be filled for the \$44,000 salary. The Volunteer Coordinator duties could include Grant Writing which would fill one primary task of Development Director. A Volunteer Coordinator would help facilitate bringing new Volunteers and Members to KGNU which would help develop new relations and potential large

donations.”

Joy said she is still frustrated with on-air people not being involved in committee work and pre-drive meetings. She would oppose insisting that on-air volunteers be members. Risè said this will be taken into consideration as the Program Committee and Conflict Resolution Committees revise volunteer agreements (on-air and general).

STATION MANAGER'S REPORT: Tim Russo

Membership: The On-Air portions of the Spring Membership Drive dates are set for March 2 through 13. Volunteers can begin to sign up for shifts on the kgnu.org website. February 18th at 5:30pm KGNU will hold its annual Pre-drive All Station Gathering. We urge all volunteers to attend. A successful membership drive really depends on full participation across the board from all volunteers, not just those who are scheduled to be on the air or answering phones during the drive.

Events: Mardi Gras was great fun. A full report will be given next month.

We have two big events coming up. We are sponsoring a speaker event featuring John Kiriakou on February 12 at 6:30 (at the Alliance Center) in Denver and on February 13 in Boulder at 6pm (at the First Methodist Church).

The Mountain Sun Funky Good Times Benefit for KGNU will be held on February 27 at the Boulder Theatre.

Report to the Listeners: On Friday January 29, I was invited onto Connections to offer a Station Manager Report to the Listeners. That can be found in the archives. We will work to offer a periodic on-air report to the listeners. No regular dates have yet to be established.

Staffing: KGNU posted a Development Director job opening. The initial search opened February 4 until February 25. A core search committee composed of Staff, board, and committee members includes Ron Nadel, Jeannie Brisson, Roz Brown, Barbara Stern, and Wally Wallace. The committee offers recommendations to the Station Manager. The timeline aims for a April hire, perhaps May start date, dependent on the date of the final interviews and any transitional time for a new employee.

Staff Reports: Staff has been asked to prepare short reports to the board on a monthly basis. Included here is a first run of short staff reports for January. [appended to the minutes]

Executive Committee: The Board's Executive Committee met on Tuesday, February 2, to set the agenda for this board meeting.

BUDGET COMMITTEE - Joy Barrett

[PDF attachments to be appended to approved minutes PDF]

Revenues are lagging in bequests, underwriting, and memberships.

CPB income is divided into \$70,000 expected shortly and \$30,000 in the spring.

Expenses seem to be in line at the close of the first quarter of the fiscal year.

Bequests may not be an appropriate budget income item because there is no guarantee on how much may be received and when. The pros are that bequest income helps balance the budget; the cons are that bequests are not guaranteed income. Concerning how last year's bequest funds were distributed: bequests are not earmarked for any purpose and so they

became just part of the general fund to use to pay whatever expenses were necessary. The original intention was to dedicate a portion of that bequest to the Capital Campaign.

Jon asked about the GAAP (Generally Accepted Accounting Practices) standard for bequests and line items for nonprofit organizations like KGNU. The Budget Committee will update the Board with this information after speaking with our accountants.

KGNU's "Mortgage #2" of \$50,000 is an interest-free loan to us. We pay interest to two private AM lenders: annual payments of \$521 in April to one and an end-of-year payment of \$1,200 to the other. An additional lender receives an end-of-year letter indicating that they have donated the earned interest on their loan to KGNU. All the interest that we pay for the loans is in the Interest line of the operating budget.

KGNU's total assets are just over \$3 million, up \$49,000 from Dec. 2014. The station's total liabilities are just over \$1.5 million, down \$81,600 from Dec. 2014. Our long-term liabilities (mortgages and notes) constitute all but \$150,000 of our total liabilities.

I have several follow-up questions for the accountants, and expect to be able to provide answers to those at next month's board meeting.

The budget committee has not met recently. We expect to hold periodic meetings starting in May in order to develop a draft budget for FY17.

Tim said trades can be considered in-kind donations and we are going to start tracking them so we will be eligible for more grant \$ from CPB. Tim said the accountants won't track trades but he is creating spreadsheets for himself and Nikki and Evan to support this tracking.

Presentation: Metro TV: Collaboration Betwixt KGNU and Denver Open Media - Dave Ashton

We propose to begin producing a TV version of KGNU's Metro show on a weekly basis on Tues, Weds, and Thurs and once a month for Metro Arts Café Nuba. A high def camera, recorder, and monitor have already been installed in the KGNU Denver studio by DOM over the past several months. Metro seems like a natural fit for both organizations, as it is tightly produced, diverse, and regularly produced from the Denver studio.

Looking at the KGNU Strategic Plan, this proposed endeavor finds currency under many of our Target Objectives. Over a dozen stand out:

#43 "Develop more cross-collaboration relationships with other local media outlets (i.e., Free Speech TV, Denver Open Media, etc.)" Directly asks we develop new cross collaborations with DOM.

#157 "Increase cross collaboration by 25%" asks us to develop relationships with organizations that can broaden our reach, expertise and community involvement. DOM is a community based platform not dissimilar to ours in that the content is created by their members.

#129 "Build loyal listeners to specific shows to increase frequency of listening." This will be a unique public affairs program on DOM in the regularity of new content, regularity of time scheduled, and overall dependability. I think this is a key for developing DOM's audience as well as our own.

#134 "Provide programming that reflects more of the work being done by local (Front Range) organizations." This is exactly what Metro does, particularly hosts Jose Silva, Beverly Grant, and donnie betts.

#180 “Provide programming that reflects the interests of our local diverse listeners.” Metro’s diversity spans from healthy eating and active living to police and community relationships. It has touched on school reform, Latino and Black community dialogues, sports, arts, and city council candidate forums. Diversity is the hallmark of this program and the only white male host is Dave Ashton, subbing in very occasionally.

#60 “Increase younger listenership by 10%” asks us to Provide multimedia digital content they can find where they are online, particularly via mobile devices. This is clearly a multi media effort.

#118 “Increase number of regular listeners, defined as those who listen at least 4 days each week and frequency of listening.” This asks for news series’ and producing programs in regular installments. This is regularly done on Metro. For example Elzabietta Kosmicki continues her series “Artists in a Time of War” while alternately doing two-part interviews with experts in alternative medicine.

Heading: “Provide an online presence that is timely, relevant and reflective of the station’s active environment.” We will be making several changes to the show to ensure usefulness and longevity online. Primary change will be a theme song contest to get instrumental beds that are not copyrighted. For our videos to be posted in places like You Tube and Vimeo, we can’t include copyrighted music.

#98 “Increase donations & contributions from new businesses by \$3000 annually.” We think the opportunity to reach the television audience will make Metro much more attractive to underwriters.

Heading “Provide professional development and training to the KGNU Community.” This calls for increasing the skill development of staff and volunteers through participation in annual training opportunities. Producing TV on a regular basis will certainly build new skill sets for the Denver Program Manager and the hosts of Metro. The best part is that the skill development costs the station no money, and instantly introduces us to a new audience.

#187 “Produce multimedia digital content and make accessible online, particularly via mobile devices.” Again asks for multimedia content, not just audio, which this proposed project is.

#190 “Develop process to communicate events to the on-air hosts so they know what’s new or being highlighted.” With the new higher profile of Metro, we hope to engage our hosts in more regular PSA announcements.

#142 “Provide more direction and leadership in terms of programming and on-air host presentation.” Elevating the profile of Metro by putting it on TV will necessitate a tighter presentation from hosts and more guidance from staff.

Steps to Actualization and Six-Month Timeline

The first steps needed to begin the actualization of Metro TV on Denver Open Media are to lay the groundwork with training hosts on the new equipment and video best practices. We currently have eight volunteers contributing to Metro Tuesdays, Wednesdays, and Thursdays off and on, including myself. I think 2-3 sessions with Denver Open Media staff will be needed to get everyone at least basic training.

Concurrently, we will run a public contest over our airwaves for new theme music, as well as a bank of non-copy-written songs we can use as bumpers mid-show. To run this contest we will follow the thoughtful process developed by the How On Earth collective, which has been

shared with me in detail by Shelley Schlender. Their process is found at <http://howonearthradio.org/?s=them+song>

Once we are trained up competent, and have a new theme song, the final piece in transitioning to TV broadcasting will be establishing the practice of collecting release forms from guests to use their likeness. Installing another small basic “webcam” will give us the ability to switch shots, and we will need to invest in video cards for each host to capture their shows.

I estimate this first phase will take two months, approximately 2/15/2016 to 4/15/2016, to begin broadcasting Metro TV on a regular basis.

The second phase will include further branding of Metro TV by developing a logo, and evaluating the initial episodes of the show. Will we have guests refusing to be seen on TV, preferring the faceless nature of radio? How do we handle shows that are pre-produced, and initially run longer than 30 minutes? We want to keep post-production to a minimum. What if there are hosts who can’t manage the technical aspects of doing TV and radio at once?

This second phase of initial broadcasting and troubleshooting will likely take another two months, approximately 4/15/2016 to 6/15/2016. Two months of broadcasting should yield 26 shows, a good sampling.

The third phase of the show rollout should include implementing lessons learned from the first two months of broadcasting, or scrapping the idea. If we have something we can work with that looks and sounds good and it is embraced by the hosts, guests, and audiences, we should roll out a promotional campaign. New logo, new theme song, new collaboration between two media partners. It might catch traction with other media, and look attractive to a wide array of potential community partners.

If the show has proved a success on the production end, we should emphasize it promotionally throughout the summer from 6/15/2016 to 8/15/2016. Summer has been a good time to try new things, and an emphasis on our Denver efforts could bring added support to our Summer Record and CD Sale.

In summation, this is an opportunity to further many organizational goals from our Strategic Plan and institute a sustained partnership with a media organization aligned with our mission. It will take time and effort, but in the end won’t be much of an investment financially. It establishes our presence as important community media firmly in “old school” Denver, people continuing to subscribe to cable TV. In addition, this partnership will allow us to reach another radio audience when DOM launches their new LPFM KOMF (104.7) this summer, which will reach most of Denver on the FM band. They need programming to fill their clock, and Metro is where we are starting them.

Extra efforts on the part of Staff initially will pay off when the program is fully realized. We have pulled back from traditional “Outreach Table” events in recent years, and thus need to reach new audiences through our programming. With Metro TV we can establish a pattern for other original KGNU shows to conform to TV and other video audiences. In Denver Open Media we will have a platform to broadcast other regular programs or specials, even if produced in the Boulder studio.

STRATEGY COMMITTEE: Jon Walton

Looking at 2016 priorities, items touched on nine “buckets” but everything came back to money. This year is about generating income and revenue. Some is foundational – like hiring a Development Director may take time to start generating income. Things that need funding most:

- Development Director hire
- Website redesign/redeployment/integration with other systems
- Professional development/training - how much of this can we do without seeking outside funding?
- Upgrading digital studio infrastructure - to come from capital budget
- Market analysis: Understanding our target market and reaching our target market more efficiently
- Increasing membership across relevant demographics

DEVELOPMENT COMMITTEE: Liz Lane (for Ron Nadel)

We drafted 2016 activities plans, at last meeting of 2015. Committee will work in two teams:

- Team 1 will be core team devoted to assisting w/ Director of Development hiring
- Team 2 will undertake key activities, based on the Strategic Plan, determined to enhance our grant writing abilities (to increase our grant wins and dollars) and develop/increase major donor numbers.

Director of Development job opening, posted February 4; closes February 25

- Core team developed a job description based on previous job opening that incorporates material from other industry job descriptions; given to Tim Russo who finalized it and posted
- Core team will begin the process of reviewing and prioritizing applicants
Core team will make recommendation of 2-3 applicants, March timeframe

Grant Writing enhancements needed to enhance grant writing and success:

- Library of boiler-plate written materials and multi-media, Board member bios, volunteer photos, etc.
- Designate grant-drafter team, who can create draft material for staff to be able to handle increase grant volumes

Major Donor development

- Major Donor Visitation “kit” - something to leave with donors after meeting: Station history, background, mission, success stories, etc.
- Multi-media materials (CD? Thumb drive?) - program samples - music, news, specials

NOMINATING COMMITTEE: Joy Barrett

The Nominating Committee (“NomCom”) met on January 25, 2016 at the Boulder Station. Dennis, Marge, Gene, Tim, Nile, and Joy attended.

The Committee began by reiterating its interest in recruiting volunteers to KGNU committees and identifying potential board applicants through the community of active committee members. Several board prospects are currently working with committees, providing an opportunity to get to know them better.

NomCom members brainstormed a variety of methods for reaching the volunteer community about opportunities for committee involvement. These ideas included text for the program guide, web site, a blast to the volunteer list, and mailing stuffers. Text would include a brief description of the committees. Nile is working on some text for several of these outreach strategies. Another idea was to air testimonials from former board members, and quick comments from current committee members could also be valuable.

NomCom considered the continued need to reach youth effectively. We agreed that Alicia has lots of creative ideas and a track record for attracting youth, and we decided to invite her to an upcoming NomCom meeting. Dennis is following up.

PROGRAM COMMITTEE: Gavin Dahl

1. The committee discussed and recommended adding Reveal, a free weekly show distributed through PRX that KGNU aired in its monthly form for the past year, on Tuesdays at 4pm. We also discussed moving Thom Hartmann's hour to Wednesdays at 4pm and adding Richard Wolff's Economic Update to Thursdays at 4pm. These two schedule additions allow KGNU to be the first to air Reveal in the region each week and allow KGNU to carry Richard Wolff's program at its freshest. Democracy Now's two remaining reruns would drop off KGNU's schedule. Staffers Maeve Conran and Evan Perkins are working on promos and web updates to ask listeners for feedback about these changes to the 4pm weekday lineup. Changes will take place in next week or two, with repeat on-air mentions.

2. The committee is reviewing KGNU's show evaluation forms, which were updated a couple years ago and will begin reviewing shows again as of the April meeting.

3. In addition, committee member Paul Karolyi read through the New Program Proposal form and formulated some good questions about the process that we will explore at upcoming meetings.

4. Work is underway to update programming policy documents: Noncommercial Policy with input from Wally Wallace, Election Year Policy with input from Maeve Conran & Obscenity/Indecency Policy with input from Dave Ashton. We also want to create a new EAS and Severe Weather policy document (with input from Evan Perkins). The goal is to get these up to date ahead of the Annual Retreat, expected to be rescheduled in April. Proposed changes will be reviewed at the February and March meetings.

Contact the committee for access to these documents.

Upcoming meetings: February 23 in Boulder at 6pm; March 22 in Denver at 6pm

EVENTS COMMITTEE: Risë Keller (for Meredith Carson)

See the Station Manager's Report, above.

NEW BUSINESS

Joy will miss the March meeting and will be participating by phone during the April and May meetings.

Tim is looking at what partnering with the Colorado Alliance Center might mean.

Jeannie - Commented on the policy on mandatory attendance of the annual meeting in

November and suggested we revisit the language in the Bylaws about this.

9:09 pm - Meeting adjourned

APPENDIX A: STAFF REPORTS

Maeve Conran - News Director

There are some program changes in the mid-week afternoon news line up. At its January meeting, the program committee discussed and recommended adding Reveal, a free weekly show distributed through PRX that KGNU aired in its monthly form for the past year, on Tuesdays at 4pm. We also discussed moving Thom Hartmann's hour to Wednesdays at 4pm and adding Richard Wolff's Economic Update to Thursdays at 4pm. These two schedule additions allow KGNU to be the first to air Reveal in the region each week and allow KGNU to carry Richard Wolff's program at its freshest. Democracy Now's two remaining reruns would be removed from KGNU's schedule. We are gathering input from listeners through the comment line/email and have created an online survey.

The Colorado Foundation for Water Education has committed to continue to fund the Connecting the Drops series for another year. This is a series on water issues, primarily produced at KGNU (Maeve Conran and Shelley Schlender producers) and occasionally at other RMCR stations with KRCC News Director Andrea Chalfin as editor.

From Jan-April we have a high school intern from New Vista high in Boulder working with the news department on Thursday afternoons. We are also continuing our school-year long internship with 5 students from Boulders September High School (an Alternative High School). They spend an entire day at the station once a month, and already two of their pieces have aired (commentaries on being a transgender youth and being an immigrant.)

KGNU will continue its relationship with Manual High School in Denver. In February, a group of seniors will come to the studio in Boulder with their teacher Olivia Jones and they will record their own poetry which we will air in the Morning Magazine.

George Figgs - Digital Content Manager

Evaluation and test run of Spinitron as alternative to Comrad for playlist entry. Spinitron's playlist entry process, individual DJ management, reporting, web/social integration, and support may be superior to Comrad in many ways. Cons: Workflow for DJs would take retraining and Spinitron lacks traffic / promo management, lacks description feature for individual show instances.

Planning meetings and evaluation of online web framework tools available from forthcoming Audience Engine web platform tools and framework.

Ongoing survey and evaluation of radio automation software alternatives to Wavecart and computer based DJ programs, with a view towards their integration with playlist tools such as Spinitron and digital libraries.

Ongoing design, iteration of dev site for new KGNU page. Currently we are evaluating tools that preserve functionality of current spotlight, calendaring, and playlist features. The resolution of playlist / archive integrations, hosting configurations, and hardware upgrades essential before rollout of any new web platform or framework.

Evan Perkins - Operations Director

Door security system

- Proposal from Jon Grayson
- Installation and working out numerous kinks
- Addition of video (cameras are installed, implementation pending)

Discovered extensive damage at the AM transmitter site; working with property owner on repairs

- The old cinder block shed that used to house the transmitter will be removed.
- Continuing work with Nikki and Tim on more fully utilizing MemSys reporting functionality.

Developing more accurate running tallies and show goals, factoring in pledges for SOLR members, tracking challenges, etc.

- Website pledges & tracking.
- Integrating with Memsys

Implementing other solutions (i.e. Audience Engine)

Researching credit card and other payment options

General maintenance and repair

Wally - Promotions Director

Over the past month I have been juggling several projects.

With the events committee I have been preparing for three events. These include the Mardi Gras Dance Party and Costume Competition and two speaking events featuring whistleblower John Kiriakou. For these events I have created and printed posters, created social media events and acquired supplies. For Mardi Gras I was tasked with promoting the event and acquiring supplies. In regards to promotions I have worked with CFCZM to design and print posters, sent out a press release to over a hundred media outlets and I created and promoted a social media presence for the event. I have worked with Avery to obtain 12 cases of beer at no cost to the station. This was more difficult than in the past due to new non-profit liquor regulations that prohibits the sale of donated alcohol by the glass. To overcome these regulations, Avery is donating us the money to cover the cost of the alcohol they are giving to us. In the future we must be aware of these new regulations. I also have received a commitment from Oskar Blues for a donation of Red Beans and Rice and Jambalaya for 150 people. We have also received a donation from Eco-Products for eco-friendly plates, bowls, utensils and cups.

For the two John Kiriakou events I have worked with Be the Change USA and Rocky Mountain Peace and Justice Center to instigate these events. All proceeds will be split with Be the Change USA and RMPJC so that KGNU will receive 50% of all net profits. I designed the event poster, acquired lodging for the speaker, and created a social media presence for the event. I have also maintained my relationships with our many music promotion partners and have been working to maintain a high number of on-air ticket giveaways as well as working to acquire a large number of tickets to be used as membership drive premiums. This has proven to be very fruitful and we have acquired a large number of tickets, including tickets to a large number of high-value Red Rocks shows.

We have launched the new ticket giveaway system, and so far it has been working excellently. I am working on getting all of our DJ's to use it, as a number of DJ's still do not. I have been working with A Small Print Shop to order a new shipment of KGNU shirts for the Spring Pledge Drive.

I have been meeting weekly with Tim Russo, Barbara Stern, and Nikki Kayser to explore new ideas for membership-drive fundraising.

I have been working with the development committee to create a job posting for the Development Director Position.

Tim Russo and I have been working with the Mountain Sun Brewery to prepare for the 23rd Funky Good Times Fundraiser at the Boulder Theater.

With our current concert calendar volunteer out of commission due to health issues I have been overseeing and inputting data into the KGNU concert calendar.

I have reapplied with the State Department for KGNU's Bingo-raffle license.

Dave Ashton - Denver Program Manager

January in Denver started with a sparsely attended Volunteer Orientation of six new volunteers. However they were quick to action and two of them joined us walking in the MLK Marade on Monday 1/18. The Marade was well attended by KGNU folks with a dozen volunteers in and out of our group walking with KGNU's banner. New Sleepless DJs in January, trained from the September and November Orientations were Will Parkhill and Adrian Fernandez. Posters for our three upcoming events were posted in coffee shops, book stores, record stores, etc. throughout the last three weeks, when staff has had time in the mornings. Consistent demands on our studio and engineering capacities has included lots of News production from the Denver studio on double-enders with Boulder. We have finally replaced our VPN- the connection between the two cities' studios, so now files can be transferred more easily. Video production wrapped up on our Don Miguel Ruiz and Visual Audio Club youth project, in partnership with Youth on Record, Denver Open Media and Denver Public Library. Partnerships are being established already for summer festival season, including People's Fair. We are discussing playing a larger role in Denver Open Media's First Friday events this summer to help promote the launch of their new LPFM, KOMF. This might include some block parties in partnership with AEG and L2 Promotions, our neighbors across the street. KOMF is also considering running some our original programming, starting with Metro.

Nikki Kayser - Membership Director

First renewal mailing went out with Telluride drawing mention.

Membership cards were printed & mailed. Looking into cheaper format to use between drives for more immediate response to renewals.

Continuing to hold weekly meetings to fully utilize the capacities of our upgraded MEMESYS database.

Spring drive re-examining goal establishment procedure

Maintaining weekly Spring drive planning doc for staff to ID tasks & report during staff meetings

Researching merchandise - new t-shirt designs, hats...
Establishing sponsorship opportunities for drive theme of homelessness, collaborating with a non-profit
Orienting Alisha to drive planning
Drafted Staff schedule
Invited Captains Club to meeting, started drive shift sign-up
Secured an editor to finish Captains' instructional video
Finishing campaign to revamp car donation program: produce last of annual promos,
Distributing marketing materials to car service companies and dealerships.
Redesigning lapsed mailing form to offer higher upgrade levels.
Meeting with Development Committee to finish estate planning brochure testimonials.
Contacted many high-end donors to invite to chat, thank them, and invite them to Arugula.
Initiated monthly revenue reporting.
Designed a team to produce an orientation video for public, businesses, and new volunteers.
Set process, assigned initial roles, set meeting date, wrote purpose, content outline, listed interviewees, audio clips and stills available.

Alicia Mitchell - Music Co-Director

First off, I started! Yay!

This transition has been pretty smooth I think, I've already taken over adding new music and tracking/charting.

Kathy and I are in transition with the scheduling - she is currently making lists of each show's DJ's, with specific notes on each DJ. I've begun scheduling for February, including Reggae Transfusions and Dub Palace, with a running list of the open shows that need taken care of. Kathy is still helping schedule into February and the Drive.

I am beginning to learn AfterFM. George/Matt have recently set me up with a username /password. Kathy gave me a quick tour of the website's back end, but suggested I get help from George, etc. for feature posts and more.

I've attended a board meeting, volunteer orientation, Programming Committee meeting, spoke with Tim/Evan/George about other options for playlist creation/scheduling software, hosted a Friday Afternoon Sound Alternative, and met a lot of volunteers (and remembered only a few of their names. Phooey).

Other things already in motion:

- Kathy has overseen the Library expansion/re-arranging. Volunteer Gary Wellborn has really spearheaded the project, creating a "blueprint" for the move, and going through all genres and alphabetizing.
- SoundExchange was sent in the day I started, by Kathy and Evan. We are planning on sending in Q1 sometime in February (before the Drive).
- Speaking of the Drive, Kathy and I have already begun working on Premiums and scheduling, as well as going over the staff schedule.
- I have put up several white boards and bulletin boards to help keep me organized, and to relay information to the volunteers/DJs. Outside of the office, there are boards that relay Music Department news, volunteer opportunities, charts, and music news.

- We have gained a few volunteers who are interested in helping in the Department, either by reviewing music or helping in the Library. I have a larger plan for these volunteers, explained below.
- I have added around 300 new albums to the Gnu Bin (with help of volunteers, of course), as well as culled the Bin each week. I'm establishing a Gnu Bin rotation, with help from volunteer Michael Buck. I've already seen and heard an increase in new music being played on the station (with help in no small way to David Bowie - his Blackstar album has been #1 for 2 weeks, as God intended, I think).
- I have organized the Music email account - this, for me, was big. It was really full and intimidating and now I think it's manageable.

Bigger Projects for the Future:

- Music in Denver
- Music Department Handbook/Manual: I've noticed a lot of the duties in the department are quilted together - the volunteers know what they do, but not what others do or how. My goal is to create a handbook of all the duties within the Music Department, and a manual on how to do each and templates if necessary (as I was leaving KAFM, I created an 87-page handbook for volunteers, and a 117-page handbook for the Music Director[s] for more sensitive information). This, I think, will create harmony within the department and will serve as a springboard for new volunteers to see what they can do in the department, as well as what it entails - hopefully getting the right people into the right jobs.
- Database overhaul: The current music database through Comrad is extremely helpful for playlist creation, but not so much for tracking or charting.
- Music Co-Op: While we have volunteers for the Music Department, I'd really like to see the number grow, as well as the ownership.
- Show Leaders: There are already shows with established show leaders - those who take on scheduling and Pledge Drive shows - but there are a few that seem like they could do with one. Again, I think this gives the volunteers a sense of ownership over their shows.
- Promos/Testimonials for DJs: Dave, Kathy and I have discussed the need for more DJs in the rotation - specifically in the late and overnight hours. I hope to create promos from existing DJs to generate interest in the March orientation.

Other small projects include...

- Recycling actual CDs (will cost us money), taking care of older duplicate albums, and taking care of the albums coming out of the Gnu Bin that we are not keeping.

Underwriting

Denver underwriter David Cartwright has begun to create an underwriting brochure. He has an initial draft that we will work on to finalize. He has also brought several additional proposals to the table to boost underwriting sales for the Program Guide including having a business card insert for sponsoring businesses to have a business card sized ad at a reasonable rate. He is working on an updated UW contract for businesses and an up to date presentation package for approaching businesses.

There are still no definitive sales to date in Denver; however, David feels confident that with the new materials that he is producing he will have a more solid set of tools and packages to offer businesses.

Boulder underwriter Kenneth Flowe has locked down two new contracts and is pursuing five additional contracts that he deems hopeful in the next two months. We are working to create monthly and quarterly goals for businesses contacted and successful sponsorships.

BOULDER COMMUNITY BROADCAST - KGNU

Balance Sheet

As of December 31, 2015

	Dec 31, 15	Dec 31, 14	\$ Change
ASSETS			
Current Assets			
Checking/Savings			
Checking - Centennial Bank	95,216.14	98,024.52	(2,808.38)
Checking - BOD Bldr	24,265.71	21,267.71	2,998.00
Checking - BOD AFT	21,397.81	20,457.98	939.83
Savings - BOD Loan Acct	244,358.08	212,302.28	32,055.80
Savings - Centennial Reserves	40,006.97	37,518.62	2,488.35
BME-Capital Campaign A/C	5.00	5.00	0.00
Raffle Account	804.56	453.56	351.00
Vanguard Money Market	1,088.80	1,088.64	0.16
Restricted for Cash Reserves	(10,000.00)	(7,500.00)	(2,500.00)
Total Checking/Savings	417,143.07	383,618.31	33,524.76
Other Current Assets			
Accounts Receivable	0.00	240.00	(240.00)
Prepaid Insurance	1,935.00	6,517.84	(4,582.84)
Prepaid Transmitter Rent	9,857.01	9,570.00	287.01
Total Other Current Assets	11,792.01	16,327.84	(4,535.83)
Total Current Assets	428,935.08	399,946.15	28,988.93
Fixed Assets			
AM Tower Improvements	3,142.80	0.00	3,142.80
Land	350,000.00	350,000.00	0.00
Building	1,044,048.32	1,044,048.32	0.00
Building Improvements	45,996.81	44,391.78	1,605.03
Refinance Cost July 2011	7,984.50	7,984.50	0.00
Denver Production Studio	37,476.75	37,476.75	0.00
Equipment Office	84,775.42	81,641.33	3,134.09
Equip. Studio & Broadcast	519,110.08	512,207.68	6,902.40
FM Upgrades	77,534.66	77,534.66	0.00
FM Generator Project	20,604.59	20,604.59	0.00
Record Library	350,353.36	350,353.36	0.00
Software	5,296.64	0.00	5,296.64
Translator	8,859.16	8,859.16	0.00
Transmitter Building	1,495.68	1,495.68	0.00
Leasehold Improvements	11,081.32	11,081.32	0.00
Accumulated Depreciation	(1,356,096.00)	(1,356,096.00)	0.00
Total Fixed Assets	1,211,664.09	1,191,583.13	20,080.96
Other Assets			
AM 1390 Signal	4,100,000.00	4,100,000.00	0.00
Accumulated Amortization	(2,733,330.00)	(2,733,330.00)	0.00
Total Other Assets	1,366,670.00	1,366,670.00	0.00
TOTAL ASSETS	3,007,269.17	2,958,199.28	49,069.89
LIABILITIES & EQUITY			
Liabilities			
Current Liabilities			
Accounts Payable			
Accounts Payable	7,996.65	5,561.65	2,435.00
Total Accounts Payable	7,996.65	5,561.65	2,435.00
Credit Cards			
Chase Card Payable	3,453.91	1,848.34	1,605.57
Total Credit Cards	3,453.91	1,848.34	1,605.57
Other Current Liabilities			
Escrow - Ft. Collins	4,250.00	4,250.00	0.00
Golden Mouse Fund	2,255.75	2,255.75	0.00
Prepaid Underwriting	0.00	3,255.00	(3,255.00)
Memberships Prepaid	127,984.94	128,035.37	(50.43)

BOULDER COMMUNITY BROADCAST - KGNU**Balance Sheet**

As of December 31, 2015

	<u>Dec 31, 15</u>	<u>Dec 31, 14</u>	<u>\$ Change</u>
Payroll Taxes Payable			
FICA & Fed W/H Tax Payable	3,209.36	3,210.64	(1.28)
State W/H Tax Payable	890.00	928.00	(38.00)
Comm Shares	10.00	10.00	0.00
Total Payroll Taxes Payable	<u>4,109.36</u>	<u>4,148.64</u>	<u>(39.28)</u>
Total Other Current Liabilities	<u>138,600.05</u>	<u>141,944.76</u>	<u>(3,344.71)</u>
Total Current Liabilities	150,050.61	149,354.75	695.86
Long Term Liabilities			
Note Payable - Mortgage	293,778.21	306,095.80	(12,317.59)
Note Payable - Mortgage 2	50,000.00	50,000.00	0.00
Loan Payable-Private 1390 Notes	1,035,000.00	1,105,000.00	(70,000.00)
Total Long Term Liabilities	<u>1,378,778.21</u>	<u>1,461,095.80</u>	<u>(82,317.59)</u>
Total Liabilities	1,528,828.82	1,610,450.55	(81,621.73)
Equity			
Fund Balance	1,290,838.68	1,290,838.68	0.00
Retained Earnings	152,897.84	0.00	152,897.84
Net Income	34,703.83	56,910.05	(22,206.22)
Total Equity	<u>1,478,440.35</u>	<u>1,347,748.73</u>	<u>130,691.62</u>
TOTAL LIABILITIES & EQUITY	<u><u>3,007,269.17</u></u>	<u><u>2,958,199.28</u></u>	<u><u>49,069.89</u></u>