

KGNU Board of Directors Annual Report and Meeting Minutes

November 14, 2016

4700 Walnut St., Boulder CO 80303

Board Members Attending

Jon Walton - Chair

Liz Lane - Vice Chair - teleconference

Jeannie Brisson - Treasurer

Rise Keller - Secretary

Roz Brown

Eugene Stan

Gavin Dahl

Barbara Stern

Robin Van Norman - teleconference

Tim Russo (aka Timo), ex officio

Board Members Absent

None

Public Attending

Aiyana

Dave Ashton

Maeve Conran

Joel Davis

Chuck Edelstein

Guy Erricson

George Figgs

Leslie Lomas

Nikki Kayser

David Macintosh

Sean Makau

Evan Perkins

Sarah Shirazi

Nile Southern

Marge Taniwaki

Marcela Toledo

Louis Wolfe

Meeting called to order at 6:03 pm

MINUTES

October 2016 minutes approved

PUBLIC COMMENT

Gene spoke about KGNU's valuable role as a media channel.

Nikki said she felt proud that KGNU was a place and a refuge where people felt they could gather and talk.

In response to a question from the public Maeve clarified that we can't endorse candidates during elections. She added it is preferable to not editorialize during news stories, but people can express their opinions on the air.

Marcela commented that it's good to hear both sides of the issues.

Dave A. suggested that we keep in mind a larger framework of ideas.

Gavin suggested KGNU join the Colorado Freedom of Information Coalition.

BOARD OFFICER SLATE ELECTION - Nile Southern

Nile proposed reelecting the current slate of executive officers: Jon as Chair, Liz as Vice Chair, Risë as Secretary, and Jeannie as Treasurer. The motion was seconded, and the vote to renew the current slate of officers passed.

Opening remarks - Jon Walton

As we approach 40 years, I want recognize how we got to 40 and think about how we get to another 40 years.

I've been having good conversations with Tim about how effective we can be in support of our goals. Three things strike me:

- **Our ability to connect people, not just the ones we know and understand.** How can we build and propagate inclusivity? Make it practical and real every day.
- **We need to celebrate the successes we've had, recognizing what we do well, the volunteers, staff, the committee members.** We have to be better about sharing our accomplishments.
- **What does the future of KGNU look and sound like and how do we engage going forward?** I encourage us all to think about who that next generation of overlooked people might be, so that the mission still stands 40 years from now.

STAFF REPORTS

Station Manager - Tim Russo

Horizontes / Horizons, 2017: KGNU at 38, Looking Forward

Election years pose many great challenges to the public: getting trustworthy, quality information from a diversity of perspectives from the peoples who face these issues to those who analyze and report on the issues should not be one of those challenges. Unfortunately, profit-driven media has become one of the greatest obstacles that people confront while trying to become a well informed citizenry. Commercial and corporate media have dramatically failed their obligation to keep power in check and have now spent the last week scratching their heads as to what went wrong in last week's Presidential elections.

This spring at a KGNU benefit by Democracy Now!'s Amy Goodman, Goodman emphasized, This is our responsibility. There's a reason why our profession (journalism) is the only profession explicitly protected by the US Constitution - because we're supposed to be the checks and balance on power. And this is part of our job.

To the contrary, the current election cycle has seen the corporate media reap massive profits from fueling the 2016 political circus while leaving the general public dumbfounded by the coverage of the issues facing America or lack thereof. Ben Bagdikian, an icon for media analysis and author of *Media Monopoly*, passed away earlier this year, leaving a legacy defining integrity for journalists and media to strive towards. As cited in an article by Jeff Cohen, founder of FAIR (Freedom and Accuracy In Reporting), Bagdikian said:

Never forget that your obligation is to the people. It is not, at heart, to those who pay you, or your editor, or to your sources, or to your friends, or to the advancement of your career. It is to the public.

The statements by both Goodman and Bagdikian address a journalistic responsibility to the public to keep the balance of power in check through responsible and dutiful reporting and programming. Profit-driven media have historically dominated the media landscape in the US and abroad, so much so that UNESCO's International Commission for the Study of Communication Problems produced the Many Voices One World report, more commonly known as the "MacBride Report" in 1980, citing the "concentration of the media, commercialization of the media, and unequal access to information and communication" as key obstacles to the democratization of the media and to maintaining healthy democracies.

University of San Francisco's Media Studies Chair Dr. Dorothy Kidd writes that "the commission condemned the systemic inequities of communication systems designed to serve the interests of Western military powers and international conglomerates." Kidd suggests,

The commission's most radical argument...connected practices of 'alternative communication' and 'counter-information' to the right to communicate and the democratization of communication. The report gave international credence to grassroots communicative practices (critique, decision-making and creative participation in media production) of locally based social, political, and cultural movements, arguing that they were vitally needed to counterbalance the dominant media's hegemonic form and content. (MacBride 1980, pp. 170-171)

Of the wealth of relevant findings in the Many Voices One World Report, Kidd highlighted one of the most pertinent and applicable today. The report validates the need for and becomes an active proponent for the role of independent, community-based, participatory grassroots media outlets embodied in KGNU Community Radio. Furthermore, when applied to the role of the "dominant" or corporate media in the current state of national and international affairs, the UN findings reveal the absolute urgency for community expressions and "grassroots communicative practices" (like KGNU and community radio) to exist and abound whilst rooted in direct local support and participation reflecting local community interests.

KGNU, like all community media initiatives, is and can only be as effective a media tool as is the participation and appropriation of that tool by the community. The broader the participation and appropriation of the tool, the greater impact the tool can and will have. The key factor is the level of participation and appropriation of the tool. That factor is unique

to each individual and or organization participating, in that one's participation is wholly dependent upon what they are capable and comfortable with committing to in their involvement, be it as a news producer, dj, front desk volunteer, committee volunteer, board member, financial contributor, monthly sustainer, major donor, business donor, business sponsor, underwriter, background volunteer, events organizer, outreach organizer, listener-member, or the myriad ways that community members can best appropriate the tool to effect positive change.

I thank all those who so diligently laid the foundations of this cornerstone community media project and those of you who have so committedly supported the collective need to keep independent, overlooked, underrepresented, multicultural, diverse voices and music on the air over the last 38 years. However, like any deep-rooted institution, KGNU has many weaknesses and we will experience growing pains as we broaden our scope to grow into our role in a more urgent Post-11/9 Trump Era. This is a role we can only fulfill by moving forward together against hate and exclusion, by finding strength in our many differences, by facilitating constructive spaces on air and off to address the many challenges that we as KGNU and as communities are facing, by strengthening our capacity and structures to dialogue, and to better serve as a media tool available to amplify the voices of peoples working together towards a world where many worlds fit, *un mundo donde quepan muchos mundos*.

Only together, by redefining our commitment to be a more inclusive community resource, as a Many Voices, One World resource, will KGNU be able to assure that this pillar of independent media continues to be an impactful instrument of transformative positive change reflecting strength in the unity of community.

I ask ALL of KGNU to reflect on how, together as community – with mutual respect and mutual support – we will roll up our sleeves to construct the necessary bridges towards new horizons of KGNU.

Community Development - Sarah Shirazi

My position encompasses implementing fundraising activities in the following areas: General Business Development, management of the underwriting program, Grants/ Foundations, Major Donors, Underwriting, In-kind donation tracking, trade management, special events, planned giving, and developing some community calendar partnerships. Since the Promotions Director departed at the end of June, Marketing, ad-design, and some social media has been integrated to my work plan as well. I also work closely with the Development Committee, the Events Committee, the Budget Committee, and the Denver Action Group.

My main focus has been creating plans and a structure for fundraising programs and establishing relationships with businesses, donors, foundations etc. This position had been vacant for over 3 years so that has posed some challenges with getting up to speed and structuring my work flow. I have identified improvements to the systems at KGNU and will work with the Station Manager and staff to strengthen these systems so we can bring in more revenue and reach our revenue projections.

Underwriting Program

My main focus has been to improve the underwriting program. I work with the Underwriting Manager and the Station Manager to identify new businesses to work with. I created a new media kit that is under review and will be implemented this month. I will also expand capacity in the Denver Metro area by hiring an additional underwriting team member. Looking ahead I will work to strengthen systems and work with our team to reach our budgeted goals in FY 16-17.

Grants/ Foundations

I have created a Grant Calendar, researched, written and submitted grants. Looking ahead I will continue to work with Dev. Comm Grants working group on prospecting new Foundations in order to meet our goal in FY 16-17.

Planned Giving/ Legacy

A plan is in place, but still needs some tweeks. Looking ahead, I will work with the Dev. Committee to Implement key elements of the plan by Jan 2017.

Trades/ In kind tracking

I have set up system/ documents and I will continue to improve and capture our in-kind donations.

General Business Development

I am working to create a Business Sponsorship program for pledge drive support (increase Business support). Looking ahead, I will create new targets and solicit them to get support in 2017.

Major Donors

I worked on Fall Membership Drive Challenge Grants. I renewed several 2+ year lapsed major donors, established new relationships with them, brought on one new major donor. Looking ahead, I will establish cultivation a schedule for major donors and work towards soliciting their support in order to reach our budgeted goals for FY 16-17.

Membership

I have worked with the Membership Director to understand membership program, etc. and make improvements. I have also worked with Denver action group to come up with strategies to improve membership benefits. Looking ahead I will be working on the Plan/ Implement End of Year Campaign with our team as well as strengthening our pledge drives. I would also like to improve the overall way we communicate with donors/members through our newsletters and other communication channels.

Special Events

The Events Committee has had tremendous successes before I arrived in April, including the Amy Goodman event, Mardi Gras and other events. Huge congrats and kudos to volunteers and staff for their hard work. The Charles was a successful event and profited \$5,487.14 I worked with Dave on the Denver Anniversary event by soliciting donations and creating new relationships with business in Denver. I worked on a new partnership with Motus partnership and the City of Boulder. I planned and implemented new events and partnerships. Looking ahead, I will work to solicit new business sponsorships and work with the Events Committee to implement new strategies and events that will increase our ROI.

Marketing

I have worked on social media posts, press releases, and some layout design. I work closely with the Denver Program Manager on Community Calendar Partnerships, establishing new relationships with new partners. Looking ahead, I will continue to work with the Denver Program Manager to look at ways to work with diverse organizations in order to raise our profile in the community through outreach opportunities.

KGNU News Department - Maeve Conran, News Director

Election Coverage

We hosted several debates on state-wide ballot measures including The Raise the Bar measure (2 x hour long debates with listener call-in), the minimum wage measure (1 x hour long debate with listener call-in), the medical aid in dying measure (2 x hour long debates with listener call-in), Colorado Care - Universal Health Care (3 x hour long debates with listener call-in). In addition we hosted debates with the Boulder County Commissioner candidates, CU Regents at-large, and on Boulder's soda tax measure.

We also broadcast several 29-minute debates that were that were produced and broadcast on Rocky Mountain PBS, that were made available to all RMCR stations.

We carried Democracy Now's election night coverage, which we augmented with coverage and updates of local races.

The news department is now planning how to best cover the new Trump administration and will strategize across all the local news shows on how to do this. We are also in conversation with other local independent news outlets (The Boulder Weekly, the Colorado Independent) on how we can partner in this coverage.

Independent Media Collaborations

In 2016, KGNU launched an afternoon headlines segment which airs at 2.55pm Monday through Friday (followed by an afternoon community calendar). The Colorado Independent write the headlines on Monday, Wednesday, and Friday, with KGNU producers writing headlines on Tuesday and Thursday.

We originally hoped to have the Colorado Independent write the headlines every weekday, but for the moment they just have the capacity to write them 3 days a week. We are hoping that in 2017, they'll be able to increase their capacity and ultimately we're hoping they'll be able to voice and produce the headlines as well.

Denver Staff

To be able to grow and adequately cover the news in the entire metro area, KGNU needs additional news staff that would be based in Denver. This staffer would work with the existing news producers and hosts at the Denver studio; provide training for current and new news volunteers; work with news interns at the Denver studio and would seek out opportunities to create community partnerships with other Denver organizations.

Interns

We had several college and high school interns during the summer and we currently have one intern from the CU journalism school and one intern who has just graduated from CU. From January to June 2017, the news department will have a full time intern who has recently graduated college and is seeking to have a career in radio. This is an unpaid internship, however, a KGNU supporter who is a family friend of the intern is offering them

free accommodation in Boulder for the period of the internship so they can fully commit to working at KGNU.

I would like to expand this type of program by seeking funding to create a paid news internship so that students can fully commit to working at the station. My goal would be to establish such a program that would be targeted at minority students with a view to ultimately creating more diversity in our local news programming. Ideally this would be based at our Denver studio but would need dedicated news staff support in Denver, as well as additional production space in Denver.

We continued our internship with September School until May 2016 (an alternative high school in Boulder.) The students spent one day a month at the station and worked on news stories, some of which were aired on the Morning Magazine. Due to scheduling and staff changes, the school has discontinued their internship program for 2016-2017.

Youth Involvement

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 in July.

We continued our partnership with Manual High School and English teacher Olivia Jones. A group of her students wrote letters to the Presidential candidates that we aired on two metro shows prior to the election. Another group of students recorded their commentaries on the theme Many Lives of the American Dream. These will be broadcast on Monday and Tuesday morning during the Morning Magazine in November and December.

Connecting the Drops

We were able to get additional funding from the Colorado Foundation for Water Education to continue our Connecting the Drops series which have included features on statewide water issues that are made available to all RMCR stations. We also broadcast 2 call-in shows in 2016. Those were simulcast on KDNK in Carbondale, with co-hosts and guests in the KGNU studio and the KDNK studio. CFWE are currently trying to find ways to fund this series for 2017.

Remote Broadcasts

In April, we did a remote broadcast from CU Boulder as part of the Conference on World Affairs.

In October we did a live webstream on KGNU.org from the Dairy Center for the Arts in Boulder. It was a collaboration between KGNU and Motus Theater featuring monologues on the topic of immigration. We broadcast the show on KGNU on October 26th.

Awards

KGNU received one **PRNDI** award in 2016 (Public Radio News Directors Inc.) for a call-in show on what to do with your body after death that was part of our quarterly end-of-life series. Former intern (from Metro State) **Tony White**, won a regional **Society of Professional Journalists** student award for a feature on “A day in the life of a marijuana business” that he produced for KGNU.

In May 2016, **KGNU** news director **Maeve Conran** received a **Community Partner Award** from the **League of Women Voters of Boulder County** for KGNU's commitment to reporting

on local election issues. The award is given to partner organizations “whose exemplary efforts have advanced the causes of the LWV.”

In September 2016, the **KGNU news department was awarded the Community Resilience Award by BOCO Strong.** The BoCo Strong Community Resilience Award is given to a community leader or community-led project that is inclusive of multiple types of people, creates partnerships across sectors or between jurisdictions, and opens opportunities for governments, or organizations to identify and solve problems that affect the community.

Emergency/Natural Disasters

In July, KGNU was able to comprehensively cover the Cold Springs Fire west of Boulder. From the earliest reports of the fire on Saturday afternoon, July 9th, we were able to give listeners regular updates on the fire and evacuations. These continued through early Sunday afternoon when we pre-empted some of our regular news programming to bring even more coverage including a live broadcast of the sheriff and fire department’s community meeting and reports from the evacuation shelters. We received a huge amount of positive feedback from listeners who said they relied on us for updates and coverage, particularly listeners who were directly impacted by the fire.

Forging Community Partnerships

We are reaching out to community groups to create **alliances, including the League of Women Voters, immigrant rights organizations and inter-faith groups** on how we can partner to cover the new Trump administration. These include plans to co-host town hall meetings; airing commentaries created by partner organizations; and hosting salons and community discussions at the station.

The KGNU news department has also given **trainings to community organizations on how they can best interact with the media.** We recently hosted a training for the League of Women Voters of Boulder County and there are plans for another similar training for a local interfaith group.

Denver Program Manager - Dave Ashton

The Past

2016 has been another special year for KGNU in Denver. We had more staff presence in the Denver office than any previous year with both Music Directors, the Community Development Director and the Station Manager putting in regular hours. The impact on my work was the development of greater communication and responsiveness internally at the station.

That was important, because I took on additional responsibilities that are impacting both Denver and Boulder. After participating for several years in our Combined Federal Campaign aka Community Shares, I assumed leadership in our **targeted outreach to Federal workers across the Front Range.** This led me to Buckley Air Force Base twice, the Denver Federal Center, Boulder’s NOAA Campus, and the Community College of Denver to secure workplace giving and matching funds. With the track record of consistent community Outreach in Denver, I have been tasked with rallying our outreach efforts in Boulder, something which should really blossom in 2017.

Working with the Community Development Director and our incredible reliable volunteer producers, I have assumed responsibility for the **weekly Community Calendar sponsorships**. Since adding a second Community Calendar announcement connected to the new Colorado Independent headlines every weekday afternoon, we have doubled our ability to make partnerships with community organizations. The immediate effect this year was an extension of our traditional “busy season” for Outreach well past the summer into October.

The **renewed emphasis on community outreach** had us in the field for the following **events**, which I either arranged, executed, or both: Denver’s Martin Luther King Parade, John Kirioku-- Spies or Patriots?, Auraria Campus Spring Fling (2 days), Five Points Jazz Festival, People’s Fair, Denver Tool Library Concert Series (three monthly First Friday events), Juneteenth Festival, La Alma Block Party, Colorado Black Arts Festival, Underground Music Showcase (sponsored youth stage with Youth on Record), Access La Alma (partnership with Denver Open Media), Blues and BBQ for Better Housing, Ten Years of Funk Above the Rest, Auraria Campus Fall Fest (two days), Colorado Connected, Endotrend, Americas Latino Eco Fest (ALEF) and more.

I became more involved on a personal level at several events, starting with tackling the MC duties at KGNU’s annual **Mardi Gras** party in February. I was also asked to host a stage at the **Five Points Jazz Festival**. At Denver’s traditional **Juneteenth Festival** I was invited to DJ on the South Stage. When the **National Federation of Community Broadcasters Conference** came to Denver in June, I helped arrange the rapper QBala’s performance at the awards dinner which brought the house down. The last day of NFCB I organized and led a **panel presentation on Hip Hop** and Youth Engagement with Youth on Record Partner Artists Mike Wird and DJ A.L. I participated in a panel discussion at the “Art &” event regarding “Art & Technology” where I **debuted a talk entitled “Community Radio in the 21st Century: a Non-Zombie Option.”**

The two main KGNU events in Denver were the **Summer Record and CD Sale** and the 12th Anniversary on 1390 AM **Volunteer Appreciation First Friday** broadcast with the band The Symbols. Now in its second year, the Record Sale made close to \$7000 after all my machinations and was supported by a half dozen local record stores along with many volunteers and listeners donating music.

With all this community outreach we have had strong interest in our **Volunteer Orientations**. The July group was the largest I’ve ever seen, yet only two of the nearly two dozen people who went into training have seen it through.

After the **Annual Retreat** which I arranged to be held at Skylight Station in Denver, a strong core of Denver-based volunteers decided to meet regularly and work on KGNU’s presence in Denver. We have been calling ourselves the **Denver Action Group** and would like to see that officially become the Denver Action Committee in 2017. DAG has helped with both of our Denver events, the Fall Membership Drive, and an effort to recruit cafes and breweries in Denver to provide discounts to card carrying KGNU members.

New DJs who have trained in Denver and cut their teeth on Sleepless Nights broadcast from Denver in the past year include Carmen “For Now” Maughn, Magdiel “DJ Life Sift” Castillo, Will “DJ Wet Willie” Parkhill, Shannon “DJ Marlowe” Stein, Tim Wintemute, David Sparks, Adrien Fernandez, Dave Cartwright, and Harry Todd. Some of these folks transitioned

quickly to other slots like Sound Lab or the Afternoon Sound Alternative. **Denver's contributions to the Afternoon Sound continue to increase**, with four of the eight ASAs during the Fall Membership Drive coming from Denver. I pitched on three of those, and every day on the Drive except the two Saturdays and final Sunday.

This year was the first year in my tenure with the station that we did not host interns from the Denver Public Schools ACE Career Paths group. Perhaps this stems from lack of interest with students, or a change in leadership there. We did however continue hosting groups of **kids from Denver Public Schools for their Creative Careers Day** recently in November. With Irene Rodriguez stepping back from her tireless reporting (for KGNU) on social justice in the streets of Denver, I worked to cover some of the void for the News Department. Important ongoing stories have included **covering neighborhood housing issues, the homeless class action lawsuit against the City of Denver, Native American spiritual gatherings and court cases, the Dump Trump March**, and many more. For the Metro show I have covered many issues from **mental health awareness to cultural events and election reporting**.

Finally I worked with Denver Open Media on several **video productions**, most notably the Amy Goodman talk at the Boulder Theater, our 12th Anniversary in Denver, and the Don Luis Miguel talk at Su Teatro.

The Future

Looking into 2017, there are big things brewing in Denver. We are mapping out strategies to **launch the pending FM signal** that could potentially cover large portions of south and southwest Denver which are not well served by 88.5 FM. Potential strategies include targeting the Wash Park and Denver University neighborhoods, as well as the West Side and western suburbs with family centered and inclusive messaging. We will look at some numbers on what it would cost to run a fantasy promotional campaign with billboards and bus benches, and seek major donors who could make that a reality.

We are **working with a focus group of undergraduates from CU Boulder who are developing recommendations to target outreach efforts at students and Millennial youth**. With that direction, we will also look at **updating our Outreach materials** such as banners and tents. In **revitalizing our outreach presence in Boulder and at KGNU Presents shows**, I look forward to working with the Music Promotions Director, our Community Development Director, and our amazing Volunteers. We are currently mapping out the calendar and seek to have our outreach planned out well ahead of time, not developing and staffing things last minute.

We will soon launch the **biennial Volunteer Retention Survey**, with an eye towards delivering the results at the upcoming Annual Retreat. This survey gauges Volunteer motivation and participation, and I am personally very interested to see where we are with this right now. I look forward to continued work with the **Denver Action Group** and expanding the participation with other volunteers.

The Boulder Weekly named KGNU the **Best Radio Station in Boulder** in 2016.

Digital Content - George Figs

Major accomplishments: Ongoing growth of News.KGNU.org, web migration progress, launch of new online donation website.

News.KGNU.org

Statistics

1000+ posts published last year, 71,000 views, 50,000 site visitors in FY2015/2016.

Overall traffic down from last year - but last year had more 'viral' posts with a large number of views. (Note: Oct 31st post about Standing Rock had 6.3k views as of 11/7, so numbers will be higher)

Typical Month: 5-7,000 views, Typical Day: 250+ views, upward daily trend.

Popular posts: Standing Rock/DAPL, Election coverage, Outsources, Rayback Collective

Platforms: ~58% desktop , 35% mobile, 7% tablet - desktop up, mobile down, tablet steady

Volunteer Involvement: Regular content contributions from a few collectives & producers.

Continue to refine training and best practices for contributions. Increased content from Labor Exchange, Metro Arts, Imagine!. We have a volunteer who helps with content publication.

Radio Book Club Podcast: Launched late August 2016. iTunes podcast published for KGNU / Boulder Bookstore Radio Book Club. Shared with Boulder Bookstore, authors, and publishers.

Allows for publishing of 'offline' interviews and other special unaired audio features.

Comparison to KGNU.org: KGNU.org gets about 15k views per month. Integrating content into News.KGNU.org into a new KGNU website may increase reach of news features.

Social Media

Facebook continues to be most effective for engagement when users share stories on their own timelines. Top-viewed news stories had largest number of shares on Facebook. 29% of all traffic was from social shares, with 92% percent of that traffic from Facebook. Recent post about local farmers giving food to Standing Rock protesters had ~40k shares on Facebook. Thus, one viral post can really bump up stats.

KGNU News Facebook page was deactivated Sept 2016, in effort to consolidate traffic to KGNU's main Facebook site.

Twitter: @kgnunews: 678 followers, +100 from last year. ~5k impressions per month.

Effective for quick shares, good engagement with guests, handful of volunteers and people in the community who mention, share, like KGNU News Twitter acct. @kgnu: 5.3k following, 1.2k impressions / day in October. Continue to think about having 2 separate twitter feeds.

Top tweets: Greg Palast, Barsamian, Radio Book Club, Radio Nibbles, Connecting the Drops.

Ongoing Strategies

2016 Retreat - Workshop on how volunteers can promote their shows and best practices for mentioning KGNU on their own social media platforms.

Increase reach by sharing and connecting on social media with guests and organizations that are the subject of the piece.

Website Technologies

Give.KGNU.org Launched for Fall 2016 Membership Drive. Secure, mobile friendly website to process online donations. Facilitates automatic processing of single or monthly credit /debit card transactions. Also processes and tracks "offline" donations, i.e. pledges to be fulfilled later. Sends immediate email confirmations to donors. Easily customized and facilitates adding new donation pages for other campaigns. There has been constructive

feedback from staff, volunteers, and donors in terms of how to clarify donation form language, completion process, and identification of issues / bugs present in the forms. Processed 306 transactions, 265 card transactions, 38 “pledges.” 30 transactions are monthly donations. \$18,000 collected since launch.

COMRAD: KGNU Legacy playlist / traffic management

We have continued to explore other web platform and playlist options, notably Audience Engine and Spintron. As of Nov 2016. Audience Engine is still in development, and while Spintron does offer some significant improvements to playlist entry and reporting, but it lacks other COMRAD features that KGNU relies upon in its processes. Some of these features may be integrated into a future version of Spintron.

Pending future playlist or platform shifts, we’ve taken steps to move forward on building a new site using actively maintained open-source frameworks that can integrate future web technologies.

COMRAD Migration: As part of the web redesign project, KGNU’s playlist system is in the process of being migrated to an affordable stand-alone server. As a part of this we are looking at performance improvements and redevelopment to facilitate its integration into other web platforms. Currently, a version is being developed and tested on its new host. We have a late 2016 / early 2017 goal to complete migration.

KGNU.org redevelopment: In FY15/16, we gained a deeper understanding of the challenges to changing KGNU’s web platform, notably about its dependencies and how its functionality is integrated into the platform. When COMRAD migration is complete, we’ll be able to move forward on building a new site with minimal interruption of current functionality.

The process of building KGNU’s new online donation portal, give.kgnu.org, yielded good insights into future development considerations.

Archive Integration: We hope that redevelopment of COMRAD will facilitate and improve current processes for listing show archives on new web platforms.

Remote Broadcasts

KGNU had four remote broadcasts in 2016.

- **Rocky Grass:** July 29-31 2016. Live stream + broadcast using ISDN connection. Setup and coordination went smoothly between venue and KGNU, good social media presence on KGNU.
- **Arise:** Aug 5-7 2016. Stream only. Tech: COMREX + wired internet connection.
- **Farmer’s Market:** Sept 24, 2016. Live on-air broadcast. Smooth on-site production, featured live music. Tech: COMREX system with a mobile wifi hotspot.
- **MOTUS Theater:** Oct 8, 2016. Tech: Stream only from computer with a mobile hotspot.

Goals for FY2016/17:

- Complete COMRAD migration and improvements.
- Build new KGNU.org website.
- Continue to evaluate new playlist, platform, and traffic-management options.
- Ongoing training of volunteers in best practices for online content production
- New iTunes podcasts for Outsources, Book Talk, and other shows.
- Ongoing use of social media to promote KGNU shows, stories, and events.

Other Web Traffic:

25k views per month combined from KGNU.org, news.kgnu.org, and afterFM.com.

Live Streams: In 2016, we average about **330 different stream “listeners” per day**, up from 200 / day in 2015.

Radio Rethink Player: KGNU’s new audio player provided by Radio Rethink receives about **300-500 successful tune-ins per day**. Tune-ins are the number of times the link/player itself was clicked. News blog content listed on Radio Rethink player is also generating some traffic.

Operations - Evan Perkins

My primary focus recently has been on working to **reduce our operational expenses**, embracing new technologies and replacing old, inefficient ones, in order to meet budget goals for this new fiscal year. This included contracting with Earthnet, on the recommendation of our longtime partner Indra’s Net, for point-to-point Internet access at a higher bandwidth and a much lower cost than a former technology we were using, T1 lines. We use this bandwidth to send our streams to the streaming server, and can use it as an emergency backup and for other uses, if needed. After a shakedown period to ensure the new system was working properly, I have dropped our T1 service with CenturyLink. I have also dropped unused phone lines - we no longer have a fax line, for example - and the associated long distance service for those lines.

In other cost-cutting areas, we’ve been working to move away from the website co-location company PEER1, where we hosted our website, the playlist system, our news audio archives, and our streaming server. PEER1 is moving to an enterprise business model, and their prices are getting too high for our needs. The migration process includes **moving the website, news archives, and playlist system to other hosting companies**, DreamHost and Digital Ocean. These are reputable companies, with strong customer service and competitive pricing. We upgraded our streaming server computer and signed on with StreamGuys, a well-known streaming provider that provides quick and helpful customer service, on-the-fly service changes as needed, reliable streams, and necessary reporting tools for our Music Department. We’ve been experiencing archiving problems in recent weeks, but we believe we’ve discovered the sources of the problem, and are working on fixes.

With George’s website redesign, and the possibility for taking pledges and credit card payments online, I researched and recommended a new credit card processing company, AdvoCharge, on the recommendation of the Boulder Chamber of Commerce. AdvoCharge has lower processing fees than our previous processor, including working with American Express (with our previous supplier, we had to contract separately with AmEx, with extra charges). AdvoCharge is also more online- and website-ready, working with plugins on our site to charge credit cards directly, rather than us having to enter each credit card manually, and to set up recurring credit card charges for those members who want to pay their pledges over time. This gives our members instant confirmation that their cards have been charged or rejected, and saves enormous time and processing headaches in the Membership department. As we work with the developers, we hope to implement direct withdrawal (EFTs or SOLR memberships) using this process as well.

One of our strategic plan objectives is to have more remote broadcasts, getting KGNU out into the community, and bringing the community to the airwaves and online. This year, we again had a successful and exciting broadcast of the RockyGrass Festival in Lyons, broadcasting on the air on Friday, Saturday, and Sunday mornings, and the Saturday evening headliners, as well as streaming the entire festival online on AfterFM. This annual event always brings such positive feedback. We also had a live broadcast from the Boulder Farmers Market during Old Grass, GNU Grass, one of Robin Claire's passions. This year, our broadcast tent was in the market's food court, a high-profile location where we played our show for all the customers there, as well as hosted a live bluegrass performance. We have plans to do this again at least once again next year, and have discussed taking the show on the road, perhaps to the Longmont market, or even the new market at Union Station in Denver.

This was our second year streaming the Arise Festival from Loveland on AfterFM, and this year, we partnered with MOTUS Theater to live stream their performances of Sharing our Stories: Mexican Immigrants in Life, Media and Myth. Utilizing the Comrex Access remote broadcast system, which we purchased through the Capital Campaign, we can easily set up these remote broadcasts using existing internet connections, either wired or wireless. The setup process is quick and lightweight, and doesn't require the use of special ISDN lines provided by the phone company (at a cost of ~\$200 per installation).

I have my daily duties, helping volunteers with their work, and working with some stalwart volunteers, performing maintenance and repairs as needed.

Recently, we had a major problem with studio bleed-through, which was disrupting production in all of our studios in Boulder. George and I implemented a workaround, using a mixer and studio mics, and I worked with our engineer and Tim to find the source of the problem and plan a repair. We have a temporary fix in place, and we are going to bring in our electrical engineer to run new shielded wiring and separate wire ducts throughout the building.

We have partnered with security company Isonas, a connection made by a longtime listener-member who is employed there, for electronic security and magnetic locks on the exterior doors. We agreed to be beta-testers for their new technologies and innovations, which they offer to us at no charge. They are located in the office park just behind us, so as bugs come up, they can be here in a few minutes to squash them. The security system is in place, and each volunteer and staff member has their own key fob or code for the keypad at the south entrance. We also have installed security cameras at both entrances, and are developing a system for the air studio DJs to have access to the cameras' feeds and to allow or deny entrance. As Isonas develops new products, we will participate in beta-testing those as well - for example, soon they will install a system that can read users' phones to grant access (using BLE, Bluetooth Low Energy, FYI).

I make weekly trips to our Denver studio, maintaining and repairing the console, audio editing computers and networking, and the digital library and overnight computers. The OMF recently changed network engineers, who weren't aware of KGNU's setup on the building's network, and they disabled some of the network functions, such as the VPN between our Denver and Boulder studios. We worked with the new engineering company to track down the problems,

made the necessary repairs, and work out a plan going forward. We now have the right contacts and a good working relationship with them.

I continue my work on the Budget and Nominating committees. In the past year, we recommended three new Board members, and continue to encourage others to participate. We continue to fundraise to upgrade our equipment, the operator boards in the Boulder and Denver studios, to digital systems, but these things take time. We appreciate everyone's patience.

Tim was presented with an opportunity to buy a translator in Fort Collins, which would return our signal FM signal there. We are actively pursuing that, as well as another opportunity to bring an FM signal to Denver.

Membership - Nikki Kayser

The key performance objectives of the membership department continue to be **increased member acquisition, member retention and revenues** from all sources listed under membership in the budget.

Specialized Communications

This year I created **specialized e-mail blasts** with an annual schedule to ticket winners, lapsed folks, SOLR members and those who need pledge reminders. This strategy improved the key objectives and kept folks connected to KGNU. It is a chance to give more and give more frequently, increase fulfillment and be in communication more often.

Members seemed to welcome a **call during drives, especially from DJs**. We invited lapsed folks to join the drive with a contribution. We tried to match the time we called with the show they supported the last time they gave. An added bonus to communicating more frequently has been hearing members' concerns, comments and suggestions, generally serving them better and maintaining the emotional connection that will hopefully pay off when it is time to ask for their financial support.

I **created a monthly marketing schedule** to integrate email blasts, F & O copy, air spots, mailings, e-newsletters and website messaging with an eye to adding gratitude, opportunities for additional giving, upgrading incrementally, and connecting with other members through testimonials.

I added **specific messaging for various age groups** in our mailings and air spots such as informing Millennials as to how their money is being used and solicitation of prospective members with mission messaging.

An **annual schedule of promotions** keeps the pressure on for car donations, gift memberships, memorial gifts and corporate matches, providing reasons to give regularly and additionally.

Running upgrade messages and additional giving messages in mailings and on-air paid off **during the Fall Drive. 56 people increased their monthly amounts.**

Member Retention

I improved services by planning and producing most premiums before the drives. It delights the customers and shortens the time between giving and a reward. Lack of a deadline for planning premiums causes preventable, last-minute, gift offers that are difficult to manage.

The biggest time commitment to retaining members has been mailing handwritten membership cards immediately after receiving renewals throughout the year. We used new member packets of information and renewal packets with some handwritten notes.

Fulfillment Improvement

George installed **online credit card authorization for our website**. This allows us to immediately charge or correct people's credit card. This takes care of people more promptly with fewer call-backs to resolve incorrect information. It will be a gradual transition for some volunteers to use the website rather than paper forms, but we have begun the process.

The lack of volunteers to take pledges continues to be a challenge. This fall I scheduled teams to help during the morning news block. Community Cycles, INTERFACE, INVEST, Boulder Food Rescue, Boulder Bookstore and Blue Credit Union worked well as a team, demonstrated our community involvement, and took pledges very accurately. I will work throughout the year to **recruit more organizations to help during the drives**. Focusing the entire KGNU community on membership drives and involving all volunteers continues to be a challenge.

Future Goals

To improve the **retention of new members**, I will look at features that might be welcome, such as recognition of their annual anniversary. Thank you calls to those who recently gave may account for the increase in active members who gave within the last 12 months this year. The budget increase of 4.2% will be a stretch, since revenues have been relatively flat.

Although this will be a new trend, I think it is an obtainable goal. Growth may come from stronger broadcasting signals and increased recruitment efforts in Fort Collins and Southern Denver, as well as increased digital opportunities to give throughout the year with social media, digital tip jars and more spots on our website such as our news blog, AfterFM and the streaming function.

On-air messaging during membership drives will shift from annual renewal to appeals for new members and incremental upgrades. Renewal is addressed through other communications and is not necessary for members who shift to ongoing monthly giving. Pitching can be improved with year-round coaching for DJ's and hosts. Changing up and distributing the one-page pitching tips for DJ's helped this year. I plan to make 3-minute videos as a resource on our website. I want to create drive themes to focus messaging across platforms, help members remember renewal season/year and attract sponsorships from small businesses. I hope to recruit more phone-takers from the board and DJ ranks for drives to delight our members. I recommend we increase the "basic membership level" from \$40 to \$60 with thank you gifts starting at \$5/month.

I want to recruit volunteers to help **increase car donations** by distributing handouts and meeting with car dealers and car service centers to coach them on offering this service to their customers.

To **increase** the number of **prospective members**, I want to explore a means of capturing e-mail addresses of visitors to our playlist, website and social media. We also need more outreach and means to recruit new members.

I finally came up with a non-assuming way to appeal to new, one-time members within three months of their initial giving to KGNU. We will find a way to offer the SOLR option. Research shows that those who gave within the last three months are the most likely to give. Increasing

the number of SOLR members will be the key to increased numbers of members and increased revenues. One method is to make EFT payments the default method on all communications and the website. Another way may be to expand the features we offer SOLR members in a meaningful way. This might be a social gathering for SOLR members, offering free beer at events or other ways to make them feel like ongoing contributors in it for the long haul rather than having an annual membership.

I will add opportunities throughout the year to move members' giving amounts up incrementally. We did this with the Arugula dinner this January.

Strategies to increase membership and improve retention include finding more opportunities for interactive communication such as messages to specific show supporters through sub-branding and additional opportunities to thank members throughout the year.

Active Members

3602 YTD 10% increase, largest percentage growth since 2010

Retaining more members who were active for the last 12 months

Car Donation Program

Price of scrap metal down, yet revenues at **\$25.7k** (149% over budget)

CO Gives Day

\$20K 110% of last year

Steady growth since receiving \$7K in 2011

Drive revenues from on-air portion: (\$ in thousands)

	Fall	Summer	Spring
2016	\$116	\$14	\$86
2015	\$108	\$30	\$92

SOLR Steady increase in # of SOLR members (negatively affected by credit card monthly offer on website)

2016 1,150 **\$12.30** (year to date)

2015 1,026 **\$12.30**

2014 915 **\$12.14**

2013 844 **\$12.00**

2012 734 **\$11.50**

Year-End Campaign

\$30,000 in 2015 (last five years ranges \$30K - \$35K; could be some cannibalization from CO Gives at same time of year)

Music - report prepared by former Music Director Alicia Mitchell, presented by interim Music Director Joel Davis

The Music Department has gone through a lot of change in 2016 and saw a lot of growth, with areas for improvement and a few projects in the works.

Growth

2016 started by introducing two new Directors, Alicia Mitchell and Erin Roberts.

Alicia began in January, Erin came on in March.

Acquisition of Music Promotions, including the KGNU Presents program, promotions, and ticketing.

With the departure of Wally Wallace, Erin took on these duties. After her departure, Alicia took them over.

The backend of ticketing has also been taken over by longtime KGNU volunteer, Chris Wilkerson (Nathan).

Ticketing seems to have slowed down with all the transitioning.

Relationship with Z2 Entertainment (Boulder & Fox Theaters) has been re-established, and over half of tickets are for these shows.

Increased new music addition and acquisition

- New music in the New Rotation has increased by a large margin.
- Rock has seen the most addition, while areas like World and Classical need more additions.
- Volunteers in the Music Department have begun reviewing new music in multiple genres. 7 volunteers are now reviewing incoming music.
- Stabilization and additional charting increased new music submissions.
- KGNU has charted to the College Music Journal regularly each week, adding the Hip Hop chart when reporting has had enough.
- A new charting entity has appeared - North American College and Community Charts - and KGNU was a flagship station to begin charting there in early September.
- The department has also set parameters on how long new music stays in the Gnu Bin - 3 months - which has also stabilized the charts, and made newer music a priority in those charts.
- Invitation of local artists increased new local submissions.
- Increased communications between staff and volunteers.
- A weekly newsletter to music volunteers with news from the Department, Programming Committee, and staff has helped provide news to all KGNU DJs.
- An updated schedule on the Comrad login page ensures DJs know who is coming up in the schedule, as well as where openings are.
- Weekly emails to DJs with upcoming shows on weekends and the upcoming week has ensured shows aren't missed, and that shows are covered if DJs can't make it to their shift.
- Meetings with DJs, Show Captains, and Collectives has begun as well
- DJs have expressed interest in joining new collectives
- Show Captains have started planning ways to grow their collectives, utilizing social media, live remotes and more giveaways.
- Collectives are starting to meet again
- A handful of new volunteers have started DJing either on new shows or on air completely, thanks to Radio Training.
- DJs have started hosting new (to them) shows after a survey and questionnaire was sent out in early spring.

- New voices are now heard on Blues Legacy, Jazz Lives, Smash It Back, Roots & Branches, Reggae (Bloodlines & Transfusions), Dub Palace, Eclipse, and the Sound Alternatives.
- New DJs emerging from Radio Training/Sleepless and Restless shows
- 6 newer DJs have started hosting Sound Lab and the Sound Alternative shows.

Needs Improvement

- The department once again needs a new Music Director... Erin resigned at the end of July, Alicia at the end of October, both for other opportunities on the Front Range.
- Joel Davis, longtime KGNU volunteer, will be taking over scheduling, reporting, and new music for the interim.
- Sean Makau will be taking over interim Music Promotions and Promotions management through this transitional period.
- Areas in the schedule that need improvement are Saturday evenings.
- The switch between live and pre-recorded shows (sometimes in separate cities) has been at the center of off-air issues.

AfterFM

Additions to AfterFM have all but come to a stop during 2016 - the only regularly updated feature is the Charting area, but in-studios (while there is content) has not been uploaded.

New DJ Training

- Newer DJs need a more extensive training program that bridges what Denver and Boulder are teaching. Both trainers in Denver and Boulder agree.
- Newer and some veteran DJs need training in some basic areas. Most DJs are not aware of what they're being evaluated on, though, so that needs to be revisited.
- Releases for guests
- More KGNU guests need to sign a release for KGNU use. A form is available on Google Drive for future use.

New Music Database

The backend of the database needs a more comprehensive database to make tracking easier. In 2016, Zoho was downloaded and utilized until they no longer offered a free version. At the moment, there is no other database except Comrad.

Continued Business

Festivals

- Live broadcast and online stream of the RockyGrass festival was a success.
- Live stream of parts of the Arise festival via AfterFM.
- KGNU and Youth on Record co-hosted a Youth Showcase at the UMS festival.

Internships

The Music Department saw 1 official intern and 2 non-official interns who helped with new music reviews and library maintenance.

Upcoming Projects

- Possible switch to Spinitron playlisting
- Potential charts through Spinitron

Promotions on air

Show promos have been started by collectives, but more need to come in.

Promos for KGNU features on AfterFM, KGNU Presents, etc... were also in the works. Currently as an Interim department, Joel Davis is serving as Interim Music Director, Sean Makau is serving as Interim Music Promotion and Promotions Manager and Chris Nathan is serving as KGNU Ticketing. A Search Committee for a new Music Director has been formed and will begin work in the next weeks to vet applications for the KGNU new Full Time KGNU Music Director. The committee is composed of Doug Gertner, Jon Walton, Erin Hamilton, Ginger Perry, and Marge Taniwaki. The KGNU Station Manager will facilitate the committee and take a final recommendation from the committee for consideration and guidance in the eventual hire. The committee will work to have a new Music Director in place by February 1, 2017.

Underwriting - Kenneth Flowe

The Underwriting Department was met by several challenges this year, yet we carried on. Chief among the challenges were:

The trend toward less corporate spending on radio as more and more companies seek to advertise digitally

The loss of Sr. Underwriting Manager Wally Wallace and all his institutional knowledge

However along with challenges come opportunities to surmount them. Two such opportunities are:

The recent hire of Sarah Shirazi our Development Director

The opportunities to **offer Online Underwriting on our website and “app”**

We are proud to boast the **renewal of such anchor clients** as:

- The Boulder Book Store
- Emporium Presents (A concert production house out of Tennessee)
- Moab Folk Festival
- Boulder County Commissioner’s Office
- Rocky Grass Festival
- Blue Credit Union (formerly Community Financial Credit Union, formerly Boulder Municipal Employees Credit Union)

And are happy to include the following among our many **new underwriters**:

- The Laughing Goat Coffee House
- Marty’s Meals
- Galvanize Tech School

We are happy to include the following companies in our list of Denver-based underwriters:

- Mercury Café
- American Latino Eco Festival
- Voices For Children C.A.S.A. (this underwriting will be voiced in both English and Spanish)

The Underwriting will strive to reach our goal or “Magic Number” as we call it by reaching out to nonprofit organizations whom are natural allies of KGNU, members of the Boulder Chamber of Commerce as they seek to broaden their profile in the community, and as we work to **“Retain and Renew” current clients** by providing outstanding service. Simultaneously our department is working to improve our marketing materials and get them into the hands of as many decisionmakers as possible. These materials include:

- KGNU Program Guide
- Underwriting Brochure
- KGNU Underwriting Contract

COMMITTEE REPORTS

Budget Committee

Budget Committee Membership: Chair: Jeannie Brisson; Volunteers: Mike Massa, Willow Devine, Karen Gruber; Staff: Tim Russo, Sarah Shirazi; Nikki Kayser, Evan Perkins

The Budget Committee met in January and May of 2016, with Joy Barrett acting as Treasurer and Budget Committee Chair. Joy completed her first board term on June 13, 2016 and did not reapply for a second term. Jeannie Brisson then assumed the roles of Treasurer and Chair of the Budget Committee.

The budget committee met in June to consider the first draft of the proposed FY17 budget. All members of the committee were present. We met again in July and August to finalize the budget.

The Budget was approved on September 12, 2016.

Meetings: The Budget Committee meets approximately five times per year, usually on the third or fourth Wednesday or Thursday of the month. The meetings usually last about 90 minutes, however First Draft fiscal year budget meetings can go considerably longer. The budget committee will meet again in January to analyze the first few months of data from the current year.

Nominating Committee

The Nominating Committee engaged in the following during 2016:

- Meetings (monthly)
- Recruitment/processing of potential new Board members (ongoing)
- Consideration of applicants, (2) confirmed by the Board
- Continued implementation of functional online KGNU Board application form
- Article about committee/board service written for Program Guide publication
- Google Docs for working documents and repository
- Updated Standard Operating Procedures
- Refinement of Master Tracking Grid to monitor/process all prospects (ongoing)
- Updated the Welcome Packet orienting new KGNU Board members
- Lessened Nomcom responsibilities for co-chair Joy, who is more often in FLA
- New Committee Member: Ginger Perry
- New Board Members confirmed: Barbara Stern, Roz Brown

Nominating Committee 2017 Goals

- Recruit new applicants (ongoing)—essential.
- Help Board determine new Treasurer to replace Jeannie by spring.
- Encourage volunteers (and potential Board members) for Committee service.
- 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 for Board member recruitment consideration.
- Continue making inclusiveness a key dynamic of Board/Committee recruitment.
- Continue recruiting NomCom members from Board (up to 2), and/or Staff (up to 2).
- Continue updating Nomcom Master Tracking Grid to reflect current prospects.
- Review/update online Application—present any modifications to Board for approval.
- Consider prospective former ‘one term’ Board members for possible re-application.
- Attend more KGNU events in search of potential Board and Committee Members.

Nominating Committee Membership

CHAIRS: Joy & Nile; STAFF: Evan, Tim; BOARD: Eugene; VOLUNTEERS: Marge, Dennis, Ginger
NEW Meeting time: 3rd Weds of the month, depending on members' availability.

Strategy Committee

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.

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

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.

In the last year we saw a high prioritization of plan objectives to support future growth objectives e.g., membership, reach, impact, and volunteers. This set of strategic priorities span across many of our high-level objectives while sharing a common theme: a need for funding support. As the station looks forward it is apparent that we currently lack the funds to implement key components in the plan.

Thankfully many of our priorities directly or indirectly aim to address our funding challenges.

KGNU Key Strategic Priorities - 2016

Status	Priority
Complete	Develop a staff role responsible for fundraising and development activities, supporting our Action item to “Develop staffing model that

	supports the future growth, health and diversity of KGNU”
In Process	Modernize KGNU.org’s appearance, functionality and navigation. This is in support of our Objective to provide an online presence that is timely, relevant and reflective of the station’s active environment
Complete	Provide professional development and training to the KGNU community
On hold	Upgrade KGNU’s digital studio infrastructure
In Process	Increase membership across relevant demographics (e.g., geography, socio-economic status, age and ethnicity)
In Process	Define KGNU’s position in the markets we serve (radio, media and geographical) and the alignment our services for these markets.

Two 2016 Key Strategic Priorities needing additional community support

1. **A working group to define KGNU’s target audience.**
2. **A small, agile data group to help with analysis and tweaking of the MEMSYS data and our reporting structures.**

The committee will work with the owners of these items along with the Station Manager and Board to get these groups formed.

2017 Plans

In 2017 the committee plans to focus on the current set of strategic initiatives with a goal of seeing the most urgent and relevant priorities completed. This means that the committee will become more active in supporting each “Responsible Party” in the pursuit and achievement of their plan Goals.

We are looking for greater participation from the community in 2017 in support of the overall plan and specific goals or action items. We hope to help the community find easier ways in which they can engage and support the achievement of these important goals.

Development Committee - Sent in by Ron Nadel

In the past year the committee spent the first 3-4 months in interviews and selection of a Director of Development

We’ve had issues with my attendance due to a new job - this greatly affected progress

We have re-prioritized our initiatives with the following plan:

1. **New Committee Structure - Listed by Priority**
 - a. **Planned Giving (formerly Legacy)**
 - b. **We have a brochure which will be finalized before end of year**
 - c. **We will create radio spots and web page associated with the effort**
2. **Major Donors/Business Donors**
 - a. **Define and visit major donor opportunities (\$1000 plus)**

b. We will create a multi-media packet to accompany visitation

3. Grants

a. We will need more writers to help with expanded efforts to get more grants

b. Sarah has a list and schedule for possibilities

c. Long-term goal would include a library of "canned" materials to make help Sarah and increase our number of applications

4. Capital Campaign Phase II

a. Campaign needs updated plan and focus

b. New goals include Fort Collins expansion and Denver Translator

c. We will leverage existing brochure and web pages

Events Committee - Risè

Chair: Meredith Carson; **Staff:** Sarah Shirazi, Dave Ashton; **Board members:** Risè Keller, Barbara Stern; **Members:** Elena Klaver, Helen Dohrman, Kathy Metzger, Yukari Miyamae

Meetings: First Wednesday of the month at 6pm in Boulder

For 2016, the Budget Committee tasked us with raising \$17,500.

Special Events Fiscal Year 2016 **revenue was \$47,787**, with \$11,476 in expenses, for a **net profit of \$36,311**.

Mardi Gras - partnership with Colorado Friends of Cajun and Zydeco. Raised \$1,965.

Plant Sale - coordinated with Volunteer Working Group. \$2,667

The Charles Sawtelle Memorial Mountain Jam- At this point, this is KGNU's signature event. \$5,248.

Record Sale - organized by Dave Ashton and staffed by Denver volunteers. Dave also organized the 10 for 10 events - not so much for fundraising but more directed toward building KGNU's Denver community. \$5,509.

Speakers Series

- **Amy Goodman** - \$7,733
- **John Kiriakou** - partnered with Be the Change and the Rocky Mountain Peace and Justice Center (RMPJC). Profit negligible but outreach effective.
- **John Nicholas and Bob McChesney**. Partnered with Be the Change and RMPJC.

Non-Fundraisers

- **Mouse's Pie R Square (2015/2016)**. This event had never been a major fundraiser, and was fairly costly to organize, so we changed the focus in 2016 to having a pie social to celebrate the memory of Mouse Bradshaw, our original volunteer coordinator. It was a community-focused event held on November 12 to celebrate the tremendous contributions of KGNU's many volunteers.
- **Annual Holiday Party** - Events Committee organizes and produces this event for staff and volunteers.

2017 fiscal year Goals

- A **large-scale fundraiser** as a new event
- **Continuing successful events** like **Mardi Gras** and **The KGNU Mountain Jam** (aka "The Charles")

- Assisting with KGNU's 40th Anniversary planning
- Continuingf speaker series: Michael Moore, Winona LaDuke? (Additional suggestions from the public: Noam Chomsky, James Inaya)

Ad-Hoc Committee Renewals - Risë

A motion to renew the Events, Development, and Strategy Committees passed. The vote to renew these ad-hoc committees passed.

Meeting adjourned: 9:41pm