

## **November 2020 KGNU BOARD OF DIRECTORS MEETING MINUTES**

KGNU Board of Directors  
November 9, 2020  
ZOOM Meeting  
Boulder, CO

### **Board members attending:**

Rebekah Hartman - Chair  
Barbara Stern - Vice Chair  
Carl Armon – Treasurer  
Roz Brown – Secretary  
Sanford Baran  
Robert Hastings  
Elena Klaver  
Shiquita Yarbrough  
Tim Russo - Station Manager (Ex-Officio Board Member)

### **Staff members attending:**

Dave Ashton  
Verity Matthews  
Evan Perkins  
George Figgs  
Sarah Shirazi  
Verity Matthews  
Rossana Longo  
Indra Raj

### **Public/station volunteers attending:**

Doug Gertner  
James Gralian  
Jim Jobson  
Joy Barrett  
Nile Southern  
Iris Berkeley  
Eric Scace  
Thomas Lenk  
William Morton  
Eli Kalen  
Craig Peterson  
Tish Beauford  
David McIntosh  
Stephen XXX  
Marge Taniwaki

### **Executive Committee**

The Board's Executive Committee met on Tuesday, November 3, 2020 to set the agenda for this board meeting.

**Meeting called to order: 6:05**

Welcome from Rebekah and Tim thanking all staff and volunteers, especially during a difficult year during the pandemic. Acknowledging the work of Kenneth Flowe, Hannah Leigh Meyers; and Maeve Conran, who resigned from KGNU on Oct. 31, 2020. Also Carrie Marks, Juan Stewart and Martin Better, Roz Brown and Sam Fuqua who have all performed crucial part time work and have helped out so much this year.

**2020 Annual Report – Station Manager**

**Tim Russo**

Welcome everyone. Thank you for joining us at the KGNU Annual Meeting.

There is a lot to reflect on as we look back at KGNU 2020. There is a single quote that I found myself pondering recently. *“The people must know before they can act, and there is no educator to compare with the press.”*

The tireless suffragette, anti-lynching activist, defender of human rights, journalist and author [Ida B. Wells](#) was posthumously awarded the Pulitzer Prize in May of 2020.

While Wells was recognized nearly a century after her death, just as the most recent series of horrific modern day lynching's continued to target Black lives across the country, another historical writing received significant attention during 2020 - the 1968 Kerner report, produced by Lyndon Johnson's National Advisory Commission on Civil Disorders. The Kerner report cited the media's shortcomings, stating *“Along with the country as a whole, the press has too long basked in a white world, looking out of it, if at all, with white men's eyes and a white perspective.”* *“That is no longer good enough,”* wrote the report, *“the painful process of readjustment that is required of the American news media must begin now.”*

Where Wells cited the potential and power of the press, the Kerner report identified the shortcomings of the media. Now, over fifty years later, we're again called upon to reflect on both the potential and the challenges of a media landscape that has not served all peoples equitably. Community media is not exempt of the shortcomings & errors past or present, nor is KGNU.

However, KGNU is a resilient organization and 2020 has been a year for the history books. Through the course of the evening we will hear of the many challenges, pivots, adjustments, and advances KGNU should celebrate despite a tough year.

Where there is will, commitment and determination, change can be made. 2021 will be no less challenging for KGNU but I believe the growth, depth and commitment of a community that struggles for a better world, such as KGNU, can make great strides towards community transformation. It will take a village, and I see much of that village in front of me tonight. There is a huge role and responsibility for community media in building better communities for all. You make that happen.

Thanks for making the future of KGNU possible.

## **2020 Staff Reports**

### **News Department Report: Former News Director Maeve Conran, News Staff**

Maeve Conran, former News Director, left the station as of October 30. A hiring process is underway for a new News Director. Roz Brown and Sam Fuqua are hosting the morning news in the interim.

Bilingual Equity Reporter - Rossana Longo Better: With support from the Community Foundation of Boulder County, and an Equity Reporting Initiative, KGNU hired Rossana Longo as a full time Latinx bilingual Reporter/Producer. Rossana is the producer of the TRENDS podcast, an in-depth investigative documentary radio series and podcast that dives deep into the community's most pressing issues and explores the changes happening throughout Boulder County through the experiences of community members, especially those often rendered invisible by commercial media, to shed light on community challenges, solutions, and pathways forward for the county and the country. The podcast/radio series is based on the TRENDS report, produced by the Community Foundation of Boulder County. Rossana produces the local headlines in spanish which are available on our social media sites and are broadcast on KGNU at 2.55pm Mon-Fri.

Hannah Leigh Myers was hired in January as a part time (20 hours a week) Digital News Producer who has helped us expand our digital news content and online presence, and who is helping push our news content out on a variety of digital platforms including packaging our podcasts, growing the news department's social media engagement, and improving our web presence.

### **Changes in News Coverage**

Starting November 2, 2020 we are broadcasting local headlines in spanish at 2.55pm. These are produced by Rossana Longo Better. Previously local headlines in english ran in this spot, this was discontinued due to the departure of the news director.

### **Election Coverage**

We hosted several debates and interviews with candidates and proponents/opponents of ballot measures in local and state races. All content is also available on our [new.kgnu.org](http://new.kgnu.org) website.

- Debates in the Boulder County Commissioner Democratic primary
- Broadcast of a debate between Andrew Romanoff and John Hickenlooper in the US Senate Democratic Primary
- 2 Debates with the candidates in the Boulder County Commissioner District 1 and District 2 general election races.
- Proposition 114, state-wide ballot issue on the reintroduction of gray wolves. ● Proposition 113, state-wide ballot issue on the National Popular Vote. ● Proposition 118, state-wide ballot issue on paid family leave.
- Proposition 116, state-wide ballot issue on decreasing state income tax. ● Amendment B – state-wide ballot measure on the Gallagher Amendment Repeal
- Boulder Municipal Measures 2C and 2D: The future of the muni
- Interviews with state and local election officials including Molly Fitzpatrick, Boulder County Clerk and Recorder and Jena Griswold, CO Secretary of State.

## **Interns**

In the spring we had three college interns: Henry Schuyler, a CU student, was the early morning host on Mondays; Lucy Haggard, a CU student produced the afternoon news headlines Tuesday and Thursday; Alejandra Wilcox, a graduate student from CU, was the Wednesday early morning news anchor and produced interviews/features for the morning magazine. Due to COVID restrictions we were not able to have any interns during the summer or fall semesters.

## **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 as well as 3 long format programs on water issues that are made available to all RMCR stations. There is no more funding for this program going forward.

## **Food Waste**

KGNU received another grant from Boulder County for zero waste news coverage throughout 2020. The series focused on food waste and includes produced news stories on food waste (several of these were produced by Sarah Dalglish who interned with KGNU in 2019); a series of food waste tips by John Lehdorff which airs on Friday's morning magazine; a call-in show on food waste issues (with more to come before the end of the year.)

## **Forging Community Partnerships**

We have several ongoing partnerships with CU Boulder:

- **The Brink**: a radio storytelling project about what is needed to transition to a more just environment and society. From homelessness to toxic contamination, fracking to immigration, The Brink tells stories of inequality, struggle, and transformation. The word "brink" has dual meaning: that which exists at the margins and a critical turning point. The Brink is a project of Assistant Professor David Ciplet's graduate course Power, Justice and Climate Change in the Environmental Studies Program at CU Boulder, in partnership with KGNU and the Just Transition Collaborative. KGNU provides training and support for the students as they produced their pieces, which were ultimately broadcast on KGNU during the summer. The stories produced during the spring 2020 session were broadcast on KGNU in June. There is an ongoing class going on (taught by Sam Fuqua) in the fall 2020 semester.
- **Radio Bookclub**: We are continuing with our partnership with the Boulder Bookstore in our monthly radio bookclub. The book of the month is advertised at the bookstore with a KGNU sign advising people when they can listen to the show. This year with COVID we recorded some interviews remotely but resumed in-person interviews with authors at the Boulder Bookstore in August where the interviews are recorded with the author and co-hosts sitting 10 feet apart wearing masks. The radio bookclub is broadcast on the 4th Thursday of every month at 9am. Afterhours at the Radio Bookclub is a podcast only show featuring extended interviews with authors featured in the Radio Bookclub.
- **Looks Like New** is a monthly production of the CU's MEDLab, hosted by Nathan Schneider. This replaced the Co-op Power Air in airing on the fourth Thursday of every month at 6pm on It's the Economy.
- **Black Talk** is a new monthly show bringing us news and more from NAACP Boulder County and beyond hosted by Michele Simpson. This airs on the 3rd Monday of every month from 8.35-9am.
- **Unhoused** is a new 6 part podcast and radio series that is a collaboration between KGNU and the Boulder Weekly. The Weekly received a grant from the Solutions Journalism Network for a series on homelessness during the time of COVID-19. The Weekly approached the KGNU news department to see if we could create a radio series/podcast out of the print series. The first episode will air on Wednesday

November 18 at 8.55am. The audio production is being done by Maeve Conran with help from some volunteers and student producers from CU Boulder.

## **Awards**

### 2 KGNU interns won SPJ awards for work they produced at KGNU

- The Society of Professional Journalists Mark of Excellence awards honors the best in student journalism

Alejandra Wicox was a regional MOE winner for Radio in-depth reporting – Water users on the Yampa face tighter regulations

Megan Webber was a regional MOE winner for Radio Features - Mother House Opens Pop-Up Shop in Boulder to Help Young Families

The internship programs at KGNU continue to be a valuable part of our commitment to education. Several previous interns have gone on to employment in journalism and radio including Hannah Leigh Myers (KGNU Digital News Producer) Julia Caulfield (News Director at KOTO), Megan Webber who is a reporter at the St. George Newspaper in St. George Utah, Lucy Haggard who works at the Colorado Sun. KGNU offers so much to interns who are looking for real world experience and many cite their experience at KGNU as being a major influence in their careers. “KGNU was one of my favorite places to be an intern, for sure!” -- Megan Webber.

## **KGNU podcasts/Web presence**

The news department continues to look for ways to expand our digital presence and we’re excited to have a part time digital content producer to help with this. Having help in this area is crucial as it is taking up more and more time to create good web news posts that can be shared on social media. For KGNU to reach new audiences, particularly bi-lingual and younger audiences, being able to have our news content available on multiple digital platforms is essential.

### **KGNU podcasts:**

- After Hours at the Radio Bookclub (only available as a podcast –not broadcast on KGNU)
- The Radio Bookclub
- Pasa la Voz
- How on Earth
- Looks Like New
- The Morning Magazine
- TRENDS (with the Community Foundation of Boulder County)
- The Morning Magazine - available as a podcast Mon-Fri
- Unhoused (a 6-part series co-produced by KGNU and the Boulder Weekly, launching November 2020)

## **2021 Goals**

2021 and beyond will be under the stewardship of a new news director.

## **2020 Annual Report Bilingual Equity Reporter, Rossana Longo Better**

In this report, I will discuss the accomplishments of the bilingual equity solutions reporting activities during the last year, and my view about my role in the future, to continue to amplify the voices of the underrepresented. It is more urgent than ever to feature the marginalized, those that are currently experiencing social, economic and racial disparities; injustices present before, but now exposed and exacerbated by the health crisis and social turmoil that the coronavirus has brought not only in our communities but around the world.

### **Equity Reporting**

In last year's report, I stated that my aim was to go out into the community and bring back reports to the news department on a weekly basis. During the current year, I have produced an average of two weekly reports for Morning Magazine, featuring voices of those usually not heard in mainstream news media. I feel proud of being able to have gone out there, while we were still allowed to gather, to witness the trust of people confiding in me, sharing their personal experiences and also hopes for a needed change in the system of oppression ingrained in our society. And it has been a greater accomplishment to continue to do so - safely - once the pandemic changed everything. In addition to these reports, there have been a number of new and exciting initiatives to confront the pandemic and ensure the communities we serve remain informed. Some of these initiatives are listed below.

### **Daily Headlines/Titulares**

The News department decided to create a Spanish version of our daily headlines, to be broadcast and posted on our website and social media, to keep our Spanish speaking community abreast of the situation with the coronavirus. Initially we did this on a twice-daily basis. I translate the headlines into Spanish, record them and prepare them for posting on the website and social media so that people can easily access them. In addition, we began broadcasting the Titulares during afternoon programming at the beginning of November.

### **The TRENDS Podcast**

It has been an honor for me to be given this opportunity to gather real stories from real people. An even bigger honor to see how those efforts have served to tell not only their stories but to draw a bigger picture and expose the complexities of the issues.

Thanks to the guidance and support from our News Department team we have produced 11 TRENDS podcasts this year. They were all created from scratch and came to life thanks to the support, guidance and creative force from Maeve Conran, our News Director. I was shown the whole process of creation from the beginning and then complemented even better when we were able to get support from Hannah Leigh Meyers, tapping her attention to detail and experience. Of those 11 podcasts produced, 6 were done before the pandemic started and another 5 were created with the complexities of having to work remotely.

I personally think it not only complements the Trends publication, but in many cases surpasses it by providing a deeper understanding of tremendous disparities in one of the wealthiest counties in the country through a more human-centered reporting approach.

## **Pasa la Voz**

Our weekly Sunday show, which is co-produced in collaboration with our volunteer, Marinela Maneiro, was critical in bringing valuable information to the Spanish speaking community - one of the most vulnerable in the current situation. We had the opportunity to host a number of call-in shows for the community, where we hosted a panel of speakers over Zoom, including one with Boulder City Council and others from Boulder County to provide information about resources available during the COVID-19 crisis, and help guide the community in accessing those resources.

## **Community Outreach**

Although there is much to be done to attract many more listeners, we have now become a trusted source of relevant information. We have established collaborations with organizations like BoCo Suma!, the Latino Chamber of Commerce and a bilingual reporter from The Longmont Leader to provide information in Spanish and geared to the Latino community and to our bilingual audience.

Throughout the year I represented KGNU as a moderator in several community events, panels, and debates organized by partner organizations about issues related to social justice, discrimination, etc.

## **Goals for the 2021**

My goals for 2021 at KGNU include the following:

- Continue to produce an average of two to three weekly reports for our morning news shows. One of these will feature bilingual voices.
- Post weekly reports on our website so they can be shared on demand.
- Continue to produce the Pasa la Voz show on Sunday afternoon as a call-in show where the community can participate.
- Grow community engagement, and seek more collaborations with partner organizations, to cement our image as a trusted source of reliable and relevant information.
- Continue to produce TRENDS podcasts, with certain enhancements and modifications, as stated in the next section of the report.
- I have been selected for the TRENDS Reporting Fellowship, a program sponsored and organized by KGNU and The Community Foundation of Boulder County. My proposed project for the program is to bring attention to minority artists in Boulder County, through a series of monthly reports and interviews, probably starting in 2021. The hope is to expose the importance of the arts, and to support those struggling to keep their craft alive during these difficult times.
- Increase our participation in Community Conversations, to continue to grow a media support group, and shape the role the media in general, and KGNU in particular, should have moving forward to keep our Spanish speaking community informed.

## **Potential Improvements to the TRENDS Podcast**

I hope to accomplish a more efficient workflow for the podcast over the course of next year. One that allows me to integrate weekly reports into the monthly TRENDS related themen.

To better organize myself and the process, I am creating a timeline that I will follow for each month, that outlines the tasks and timing for successful production. The main goals for the future are:

- Maintain my own editorial tone
- To continue to report on issues that have been brought up in prior podcasts, but with a deeper focus on progress and solutions
- To become more organized and systematic in the production of the reports and podcasts, but with flexibility and creativity, to avoid being repetitive in format and/or content
- To increase the bilingual content of these reports to attract a more diverse audience. ● To publish weekly excerpts of the podcast leading up to its broadcast, in order to generate excitement and anticipation as the podcast is being produced.
- To focus more on the panel discussion that follows the airing of the podcast, with a keen eye towards solutions approaches during the discussion.

## **Denver Program Manager Dave Ashton, 2020 Annual Report**

Last November at the KGNU BOD Annual Meeting, the goals set for Denver were:

- 1) Denver Studio move
- 2) Increase Volunteer Orientation Attendance
- 3) Target 99.1FM Outreach

Targeted outreach to the communities in the south metro area of Denver under 99.1fm was cut short, just as we started a promising partnership with Arapahoe Community College. Fortunately, work was able to continue in the other two main areas of focus as the pandemic changed all the rules.

I took leadership in shifting the KGNU Volunteer Orientation to a virtual presentation and participation, keeping our commitment to the public and not missing a regularly scheduled date. Before Covid-19 struck, I trained 15 GNUbies in the Denver studio, representing the majority of people from our two in person Orientations. Of these, one DJ made it to air. After the lockdown, four Virtual Volunteer Orientations were held with approximately 50 total attendees. Compared to the 37 reported Denver Orientees in 2019, my goal was accomplished. The virtual platform has erased the Boulder/Denver split in how Orientations are run, even attracting participation from people out of state.

As the timeline for the Denver Studio move shifted, I lived in its shadow. I presented floorplan sketches for the studio layout, inventoried the Denver studio equipment, met with RMPM for policy and onboarding, coordinated with our engineering team, and researched parking and storage options. I took on the tenant finish portion of the construction, namely sound isolation installation in the two studios. As this is not a job for the unschooled, I was fortunate to track down former KGNU DJ Frank Lambrick, current construction foreman and veteran studio builder. Frank helped fix the acoustics in the Kalamath studio in 2007. With Frank's donations of acoustic knowledge, materials, and time, we are bringing this portion of the project in on budget and well thought out—bubble level.

The other significant effort for the Denver studio relocation was our moving sale, the Yard Bazaar, Labor Day weekend. Essentially the Record and CD Sale with many new twists- colorful fabrics and lighting, live DJs, an outdoor setting, with books, audio gear and odds and ends for sale. While netting over \$5K, it also served as a celebratory way to subtly inform the listeners of our impending move to the Buell Media Center. The record buying community was grateful we pulled this together, no mean feat as we did not publicly solicit donations due to our own building closures.

With the cessation of training or production activities, my time was freed up for more creative initiatives, plus mundane tasks like wiping the studio down and washing mic covers. While the latter has largely

been phased over to the volunteers to take on, the former has been a boon for the station at large. Brainstorming and then coordinating The GNU Prom in May proved KGNU's ability to provide community centered, forward thinking programming at a critical moment. Our student attendees were joyous. We earned a mention on page 2 of the Denver Post, coverage in the Boulder Weekly, and a write-up in Current, the national magazine of Public Media. I then steered the model of the "DJ'd Zoom Party" to establish Volunteer Appreciation Happy Hours following the success of both the Summer and Fall Fund Drives. The next such endeavor will be the Virtual Holiday Party.

In the same vein, KGNU was able to provide a remote summer internship opportunity for four high school students from Denver Public Schools, at a moment when DPS lost 2/3 of their usual summer worksites. With Erin "Stereo" Hamilton acting as daily supervisor, this was another group of young people whose cloud we supplied with a silver lining, plus media literacy. With DPS' budget cuts, we will need to seek grant funding if this is to continue in 2021.

Absent the opportunity for in-person outreach at events or festivals, I pivoted to assisting the Membership Department in working the phones. I contacted hundreds of donors through renewal calls, thank-you calls, and Fund Drives, with a mind towards one-on-one outreach. Regarding live remotes, I coordinated four Sunday Night Live episodes of Eclipse and Dub Palace from "new" location Meadowlark Bar, one Destination Freedom from Su Teatro, and helped with two broadcasts from Raices Brewery.

## **Goals 2021**

New volunteer onboarding must be modernized, digitized and expanded. While we have had four virtual Volunteer Orientations, not one actual volunteer has emerged. The energy just dissipates, as these are mostly recent college graduates seeking a foothold. Meanwhile, our longtime volunteer base shrinks as social and financial controls tighten. My graduate studies survey of KGNU volunteers shows the number one motivation for participation in Community Radio is fellowship and connecting with like minded people, surpassing the actual broadcasting. In the absence of monthly remote broadcasts with Eclipse, I want to begin facilitating monthly or quarterly structured Zoom meet-ups for these "GNUbies" with live DJs, interactive discussions, and listening assignments. We need to go from zero retention to sustained interest.

The new Denver studio at the Buell Media Center will also call for an extended period of training for current programmers. The first few months of 2021 will be basic things about access and scheduling. Followed soon after by the implementation of the first piece of KGNU's digital console boards upgrade. I'll need to master this, to be in a position to teach each individual. With social distancing if there are 45 volunteers using the studio, that's 45 classes I'll need to teach. In addition I will be in a position of maintaining an expanded network of potential partners, the expectations of a much stricter landlord, and hazards sure to arise from the streets surrounding the building.

The digital boards are not the only new systems I expect to be learning in 2021. Jotforms, Libretime, Galaxy Digital, and Zoom have all been recently introduced, and require my fuller attention. GNU space, GNU technologies, GNU approaches.

Another goal is to expand KGNU's online events capacity and my ability to engineer them. I hope to collaborate with the Events Committee in creating an online lecture series. Perhaps lining up with certain "US holidays" giving an alternative view. My personal contacts may yield attractive names. For instance famed Chicago 7 1968 defendant Rennie Davis talking about his experiences protesting the

corruption of electoral systems, near the POTUS inauguration day. Or The Nation magazine's sports editor Dave Zirin discussing about the intersection of sports and politics in 2021, near the Super Bowl.

My final goal is to support the News Department with a return to field reporting, closer editorial oversight of Metro, and creating online trainings centered on solutions based journalism for GNUbies.

### **Digital Content 2020 Annual Report: Manager, George Figgs**

2020 presented many new challenges for staff and volunteers at KGNU, resulting in the need to shift our environments, and rethinking and revamping many of our systems and workflows. Much of my efforts have been focused on the implementation, training, support and troubleshooting of these new systems. With all the many changes we've faced in this last year - this coming year provides us with a great opportunity to evaluate and improve upon these changes, be it shifting to new systems, or improving what we have.

Impact of COVID-19 Pandemic : I have been working remotely from home since mid March, 2020. I've been able to work effectively as a result of the large efforts to facilitate remote connections with KGNU's networks. I've been able to work on site occasionally as needed for a handful of events and for unexpected needs or situations that require my presence in-person.

Review: 2019-2020 Outcomes

**Program Archive Migration:** Completed Dec 2019. Moved over 3.7TB of KGNU programs archives to a new web host, resulting in significant cost savings.**Comrad v2:** Beta version Comrad v2 released. The release and rollout time is still uncertain due to the limited capacity of the small team of volunteers working on the project.

A beta version is ready for testing, and forward progress will be expedited by a small team of staff and volunteers who are able to test the aspects of the platform relevant to their departments and uses.

Optimistic roll out in late Q1 2021. Testing should begin in early Q1 2020, or sooner. Some formal project planning around testing would facilitate progress, with myself as the project leader coordinating with the development team and staff/volunteer testers.

**KGNU.org Redev** - Progress has been made on developing components for a new website to replicate some of the current features of KGNU.org and its integration with Comrad v2. More planning is needed around other aspects of the redevelopment, namely content revision and organization. Design is a separate aspect, but a simple style guide should be developed if design elements beyond the current feel of KGNU.org or Give.KGNU.org is desired.

### **Switch to new DEVA audio stream encoder Oct 30, 2019.**

We have been using new hardware to send our internet audio streams for the last year. This new hardware has operated without issue and has been a big improvement over our previous desktop computer system, saving significant maintenance effort.

### **Calendars.KGNU.org**

- **Early 2020** - Moved Events, Arts, Concerts calendar over to a new web platform

- Easier management, modern interface, easy integration.
- Addition of 'Virtual Events' Calendar.
- Management of event approval delegated to volunteers.

### **Galaxy Digital - Web based volunteer management platform. [KGNU.GalaxyDigital.com](http://KGNU.GalaxyDigital.com)**

We're in the process of transitioning over to Galaxy Digital, a web based volunteer management platform.

Overall, Galaxy Digital offers KGNU a more organized system of volunteer management than what we've had previously. The platform provides a centralized database of our volunteers, and offers new, formalized ways to list and connect volunteers with station needs and opportunities. We're also able to connect and share station information and resources with our volunteers in a more organized manner than previously. As we continue to expand our use of the system, we hope to have improved pathways for new volunteers, email communication, and tracking of volunteer contribution. We began implementation of the platform in Q1 2020. The launch was slowed due to the pandemic and KGNU pivoting to online vs. in-person volunteer needs. It has been used to organize virtual DJ training, Denver studio tour sign-ups, and volunteer communication, and as a repository for volunteer resources and station policies. We've migrated 'active' volunteers into the system, and are in the process of moving away from our legacy KGNU volunteer email list. It's been extremely useful as a place to put training documents and guidelines for volunteers.

GOAL -> Continue to get staff trained as stakeholders, expand use in FY 2020-2021.

### **Radio Automation: LibreTime**

[LibreTime](#) was implemented for program automation in late March / early April. With reduced staff and volunteer presence in the studios, a more advanced system for program automation was needed. This system has been used extensively for early morning and afternoon news programming. Most of our syndicated news programs are scheduled automatically by the system, while other programs and scheduled underwriting and promos are added manually. The system's web interface greatly simplifies this process. Fewer music shows are being pre-produced currently as they were through August, as station policies permit. George Figgs has been lead on this project, with support from Evan Perkins. Music and News departments have been able to manage their own programming, with support as needed. Technical needs include regular system maintenance and hardware support. A big adjustment was around how the system operates and how to coordinate transitions between live and automated programming. We're used to a more hands on approach, firing programs manually or giving verbal cues for transitions. Yet, in some situations this has caused some confusion where there have been technical issues with the system, or operator errors around how the system works. A system that starts or stops playout at a given time has, in some ways, resulted in programmers being more attentive to the program schedules. Program production guidelines also have been added to Galaxy Digital, as there are some production considerations in file preparation different from how the program would be produced 'live'.

### **Technical Production/Remotes:**

- Raices/Cultura Viva - live sound production (outdoors)

- Virtual Charles - technical production
- RockyGrass Radio - technical production, host.

### **Virtual Volunteer Orientations**

- Work with other staff around post-drive workflows around follow-up and new volunteer onboarding.

### **Denver Studio Tech Planning:**

- Design support around studio configuration and technical requirements around supporting live music performances.
- Planning for system requirements around digital music library and DJ access/use.

### **Other General Tasks.**

- Tech planning around drive. Continue to refine.
- Membership support around donation forms and payment gateways. Looking at new systems for Spring Drive.
- Staff tech support on email marketing platform administration.

**Web Analytics:** There has been growth in web and stream visits compared to FY 2019-2020. Stream visits increased as well, especially during our Saturday AM programming block. We've expanded our stream offerings and also have systems in place to handle listenership over our current stream quota.

There were 8-10k page views per month, with a bump in June due to a popular post about the County Commissioner Primary election (20k). There was another bump in October around election coverage (13.9k). Popular stories are election coverage, Trends, and Radio Bookclub.

### **2020-2021 Projects and Goals**

**Support the news department during new staff transitions.** - News.KGNU.org administration

- Systems, Programming Support
- Shifting systems based on current staff needs and workflows.

**Transition to new Membership CRM + Donation System.** - Outcome from SVP project. Migrate to Salesforce CRM. - Advise or help on development as requested.

### **KGNU.org redevelopment**

- Build out components, have a demo site up by EOY 2020. - Bring in other stakeholders to help with content review and content organization.

### **Rethink, Refine Current Systems**

- Improve reliability of our program archiving system.
- Clean up archiving coding and architecture.
- Develop a new web platform that can consolidate web services and also support new applications on the back end of our systems. - Evaluate and revise the new systems we've put in

place in 2020. (LibreTime)

- Look into redesign of drive slides to enhance the way they're edited and delivered to the studio screens.

## **2020 Annual Membership Report: Membership Coordinator, Verity Matthews**

### Annual fiscal year components and proportions:

On-Air drives: \$220K  
SOLR: \$217 (EFT's & cards)  
Mailings: \$33K  
Year-end: \$33K  
CO Gives: \$28K  
Car donations: \$30K  
Community Shares: \$2K  
Corporate matches: \$5K

### **FY19-20 Membership Goals and Recap:**

*GOAL: at end of fiscal year 4% increase in membership revenue*

While fund drive revenue has been trending downward as more members choose to support the station as SOLR (Sustainers Of Local Radio) members, and though we accounted for this trend in our budget projections for FY19-20, the timing of COVID and subsequent shutdowns during our spring fund drive created a significant deficit in membership revenue that we spent the remainder of the year trying to overcome.

A strong showing during the summer drive (with accompanying renewal letter) helped us gain back some ground but the upshot is that membership ended the fiscal year at 94% of the projected budget.

### Car Donations:

106 Cars were donated this year through:

- Charitable Adults Rides and Services (CARS)
  - Total Revenue: \$30K
- After a year-long reconciliation of SOLR members from our membership database, we saw a significant drop in what we *thought* were SOLR members. Throughout 2020 we embarked on a reengagement campaign and added more emphasis to SOLR membership in our on-air pitching, resulting in an encouraging increase in SOLR membership

### Year-End Campaign: mailing & Cyber drive (does NOT include COGIVES)

#### **2020 (Goal) \$35K**

2019 \$37K

2018 \$40K

2017 \$45K

#### CO Gives:

#### **2020 (Goal) \$27K**

2019 \$28K

2018 \$26K

2017 \$23K

Year-End Totals:

**2020 (Goal) \$62K**

2019 \$65K

2018 \$66K

2017 \$68K

**FY20-21 Membership Goals:**

**In FY20-21, our goal is to increase overall membership revenue by about \$5K (or roughly 1% over last year). This modest gain will be attributed to the “4R“ strategy that the membership department will focus on (with guidance from the development department), and the integration of new membership database software.**

The 4R's:

R - Retention: In the coming year, we will work diligently to retain our existing membership base by increasing one-on-one donor **cultivation** through phone outreach, mailings and segmented email notifications and solicitations.

R - Renewals: Much like our strategy for retention, we will put more emphasis on individual member renewals and specifically, **moves management**, by ensuring that members who are due to renew receive tailored outreach to coincide with their primary interests at the station.

R - Reengagement: The membership department will embark on a campaign to reengage lapsed members through (yet more) individual **outreach** to those people who for whatever reason have fallen off with their giving.

R - Refill: New **member acquisition** efforts will seek to broaden the demographic of the KGNU membership base to include listeners with more diverse social and economic backgrounds through increased and targeted membership appeals. The membership department will leverage our existing volunteer base, work with KGNU's Digital Galaxy volunteer management software and reintegrate membership-related tasks into volunteer orientations to identify volunteers with exceptional interpersonal skills, who represent the entire spectrum of KGNU listeners, to help us achieve our goals related to the 4R's. Progress will be marked by timely completion of 4R-related campaigns, starting with efforts related to the spring fund drive.

In addition to 4R goals, this year, the membership department will work with SVP (Social Venture Partners) to launch and integrate a new internal membership database. Utilizing the full capacity of an updated database program will give us insight and flexibility in reporting on a variety of membership trends, which we can use to segment and tailor for individual outreach.

The new platform will have better overall systems integration capabilities, accurate reporting, donor tracking and:

- Eliminate the need for manual pledge data entry
- Send automated thank-you responses to donors
- (ideally) track thank-you gift inventory and trends

This is going to be an exciting year for the membership department at KGNU. I can't wait to come back and tell you all what a smashing success we had with our FY20-21 goals next year!

## **Music Department 2020 Annual Report: Music Director, Indra Raj**

### **Summary**

2020 has been an interesting year, to say the least, and the COVID-19 pandemic threw pretty much everything off for the music department in terms of goals for this year. Though it was a disappointment not to meet all the goals I had outlined for myself and the music department this year and there were many significant challenges to overcome in the wake of the pandemic, COVID-19 has forced me and the music department to pivot and completely rethink parts of how the department works, which has had unexpected silver linings, which I will highlight throughout this report.

### **Highlights**

#### **Virtual Concert Series and Studio Sessions**

With social distancing, all live music came to a screeching halt, and our ability to welcome bands into our studios disappeared overnight. Recognizing a community need to help artists find ways to perform and make money while also finding ways to help our listeners stay connected to live music, we launched our Sunday Live at Five virtual concert series on Facebook in May. In September, we reintroduced live studio sessions during Kabaret by bringing in live streams from local artists. Since the pandemic began, we have hosted 27 live streams, with at least 10 more scheduled through the start of 2020 with the hope of having at least 4 per month spread across Sunday Live at Five and Kabaret. While we are accustomed to hosting many more live sessions when our studios are actually open to the public, we are proud to have been able to continue to host virtual live sessions with a particular focus on local musicians, who can most benefit from our help right now.

Carrie Marks has largely pivoted her role as our Ticketing and Presents Coordinator to be the main point person for these sessions, and continues to do so, even as we are able to begin hosting Present events again and offer a few ticket giveaways here and there.

#### **KGNU Music Library**

At the start of the pandemic, we stopped getting most mail sent to the station, as concerns over virus transmission via the mail were still unknown. The amount of CDs sent to the station dropped precipitously, though the resulting effect has been positive for the Gnu Bin in most ways. Because fewer CDs were being sent to us, I've had to make a more concerted effort to track down music for the station via digital channels. This has allowed me to more carefully curate what goes into the Gnu Bin, and has resulted in an overall higher quality batch of music for our DJs. Though the total number of Gnu Bin additions dropped from over 1800 to 1207 this year, I think the Gnu Bin has contained the highest quality material since I began as MD at KGNU, and I have noticed that more Gnu Bin selections are being played by DJs overall (according to weekly charts).

Also, with more DJs producing music shows from home and with the building restrictions (resulting in little to no access to our music library for previewing music), I have made a download of all Gnu Bin additions available to download in the weekly music newsletter. I have received lots of positive feedback from hosts about this addition, and believe it has helped DJs interact with the Gnu Bin more in positive ways.

### **Interns/Volunteers**

With social distancing and the upheaval caused by the pandemic hitting in March, plans to work with interns and non-DJ volunteers was derailed by quite a bit, as I haven't been able to work with people in person and many projects require on-site interactions. That said, before the pandemic started, I was able to work with two interns from CU for half the semester, until we had to transition to online in March. Since then, I have not been able to support working with other interns, though there has been a noticeably high amount of interest from new volunteers in helping the music department remotely. Though it has not been possible to work with everyone who has expressed interest in this way, I have identified two new volunteers who have begun working with me remotely on various projects with great efficacy. I have found that people are ready and willing to help, and the pandemic has, perhaps, boosted some people into action (getting involved at their community radio station) in a way they might not have considered before.

Two special projects of note that were completed by remote volunteers this year that were very successful include the editing and uploading of our backlog of studio sessions and interviews to AfterFM by a new volunteer, Enzo Picardi and the creation of physical archival CDs of every year of The Charles that we have available by Dr. Decibel, another new KGNU volunteer.

### **Virtual Music DJ Trainings**

Since the pandemic hit in March, we have had to suspend all in-person training at KGNU, which has made it difficult for onboarding interested new DJs. In September, I began offering Virtual Music DJ Trainings via Zoom in an effort to help new interested music DJs learn more about KGNU's programming and work with them to produce basic demos from home. The hope is that eventually, these new DJs can produce prerecorded Restless Mornings shows so that they can get used to the programming side of KGNU and start to curate shows that align with our general mission and ethos. Once they are able to learn the ropes in our actual studios, they will already be familiar with a large part of the process and will just need to get up to speed on operating the board in the studio.

I currently offer these trainings every two months, with the first one taking place in September and the second slated for mid-November. In September, I had 8 participants, 2 of which have already submitted demos for consideration. I hope to have a similar number of participants in November.

### **Digital Library**

Once again, my plans to implement the digital library in the Denver and Boulder studios has been derailed, this time due to the pandemic and social distancing measures. I had originally planned to get the system in place after the Spring Fund Drive, but since the pandemic began, I have not been to the Denver studio in an attempt to avoid unnecessary potential exposure to myself and others. With the move to the new Denver studio happening soon, I

plan to get the digital library installed as soon as possible after the move has taken place, maybe even possibly by the end of 2020. I hope to be able to install something similar in Boulder in 2021.

Our efforts to digitize our existing library materials also had to end when COVID began in March, but even still, we have been able to digitize 2314 releases this year for our digital library.

### **Pre-recorded Content**

Though most music hosts choose to come into the KGNU studios to host their on-air shows at KGNU, a significant number of hosts have chosen to prerecord shows since the pandemic began. Putting guidelines and resources into place so hosts have the ability to prerecord, if they wish, has been a momentous task which needed to take place in a short amount of time. This has proven very useful and ensured that all hosts are able to continue working with KGNU if they are not comfortable coming to the studio. In March, I created and compiled a number of resource videos and links (<https://kgnu.galaxydigital.com/production-resources/>) for hosts to make use of at home, and put together guidelines and resources that have made it possible for DJs to access everything they need to produce their shows remotely. In addition, I have uploaded all of these shows using our new automated LibreTime system with a high success rate.

As of November 2nd, 400+ music shows have been prerecorded for the station. I expect we will see much more of this as the pandemic presses on and more possible social distancing takes place in the coming winter months.

### **Galaxy Volunteer Platform**

This year, Galaxy has proven to be useful for posting helpful information and resources for volunteers, especially as we are socially distanced. The site allows admins to create content pages, where I have been able to post useful information, including guidelines and resources for prerecording shows. Moreover, I have helped create pages for the following:

- Artist information for Virtual Studio Sessions
- Station policies during COVID-19
- Green Studio booking information
- Volunteer orientation information
- Virtual Music DJ Training information and guidelines
- Fund Drive Resources

I have also used the site to sign people up for our Virtual Music DJ Trainings, and look forward to utilizing the site more in 2021.

### **Show Collective Meetings**

One of my goals for last year was to meet with as many show collectives as possible throughout the year, which of course, was not possible after the pandemic hit. That said, one of the unexpected benefits of social distancing is that most people have been forced to learn how to use Zoom, which has allowed me to hold these meetings virtually. Though I have not been able to hold as many collective meetings as I'd hoped (I am very pressed for time these days, juggling taking care of my son while also doing work for KGNU), the ones I have held have been much easier to schedule online and I find attendance is very good as well. Even when social distancing ends and

we are able to meet in person, I will likely continue collective meetings via Zoom, as I find it a more effective way to communicate with DJs in a group.

### **Programming Committee**

This year, my work with the programming committee produced a revised version of KGNU's non-commercial policy, which I believe is much more understandable and detailed than our previous version, and will hopefully aid in conversations with DJs about items related to our non-commercial policy, particularly when it comes to Plugola.

### **Live Broadcasts**

In the past year, KGNU put together a number of special live broadcasts for our listeners, despite the pandemic. These include:

- Annual New Years' Eve on-air dance party -- coordinated by Dave Ashton, featuring dance music from 7pm-3am on KGNU's airwaves.
- The GNU Prom -- coordinated by Dave Ashton, to help local high school students celebrate prom virtually since they could not attend in person this year.
- Cultura Viva -- coordinated by Sarah Shirazi, Tim Russo and George Figgs, and includes live broadcasts from Raices Brewing
- Destination Freedom -- coordinated by Indra Raj and George Figgs, and includes live broadcasts from Dazzle and in-house performances by donnie betts.
- Boulder Arts Outdoors -- coordinated by Indra Raj, and included a live stream of part of Boulder Arts Outdoors event in September.
- RockyGrass Radio -- coordinated by Indra Raj and George Figgs, and included 3 full days of RockyGrass archived performances on AfterFM and KGNU's airwaves, special live performances, contests, and more.
- The Charles -- coordinated by Sarah Shirazi and events committee and Indra Raj, and including live performances from KGNU for our virtual audiences.

These broadcasts have largely been in service of our listening audience, and we heard from many listeners that they appreciated many of these special on-air events.

### **SMARTIE Goals**

**Goal: Increase BIPOC representation, opportunities, and awareness** The Black Lives Matter movement, though active for several years now, took center stage after the devastating murder of George Floyd. The movements and messages that followed were inspiring, and perhaps the biggest shift I've ever seen in terms of our country reckoning with its shameful past when it comes to the treatment of Black Americans and other people of color and looking for real ways to stand in solidarity with the BIPOC community. While I believe KGNU is at the forefront of working with and for the BIPOC community, I know we can do more. And we should. As the leader of the KGNU Music Department, I believe it is my duty and responsibility to ensure that racial minorities are heard and represented on our airwaves. In the coming year,

I hope to increase representation, opportunities, and awareness for BIPOC folx by:

- Researching avenues for recruiting more BIPOC DJs and music volunteers;
- Identifying BIPOC volunteers who attend our orientations and reaching out specifically to ensure they sign up for available Virtual Music DJ Trainings if they are interested;
- Regularly encouraging on-air hosts to include BIPOC artists in their shows;
- Regularly recommending BIPOC artists in weekly newsletter;
- Starting a BIPOC support group for KGNU music hosts, if there is interest

**Goal: Implement active Digital Library setup in Denver and Boulder studios** By the close of 2021, I would like to have active digital libraries available in both the Denver and Boulder studios. My first priority will be setting one up in the new Denver location, as I see this “new start” as a perfect opportunity to get a new system in place. I will need to design video tutorials and resources that will help DJs use the digital library, which will be a necessity while we are socially distanced. Once that infrastructure is in place and running smoothly, I will turn my attention to getting a digital library setup in Boulder as well, hopefully, by the end of 2021. Similar video tutorials and resources will be required for this studio as well.

**Goal: Create more DJ resources on Galaxy volunteer platform**

I have found our Galaxy volunteer platform useful for creating informational pages that DJs can access whenever they need specific information on a station policy, topic, guideline, etc. I would like to create show specific resource pages, as well as a general DJ resource and reminder area, so DJs can regularly brush up on best practices for their shows. This will make providing feedback for hosts easier and less personal, and will hopefully result in a higher quality on-air sound down the line.

**2020 Annual Operations Report: Director, Evan Perkins**

What started off as a busy year, completing projects from the previous year and starting exciting new work, halted in mid-March as we had to quickly adapt to the restrictions arising from the pandemic. Overall, I think we as a team, staff and volunteers, did so very well. We had a few hiccups and glitches, of course, as we created and learned new processes and procedures, but largely the effects were seamless to the listeners, and as we've already heard, our listeners and supporters have been very appreciative of the information and resources we've provided on the air and online.

As I said in my report last year, there was one remaining issue resulting from the Alternative Broadcast Inspection that took place in the summer of 2019, the second harmonic being generated by our 1390 AM signal. Our engineer Jim Mross and volunteer engineer Eric Scace were able to implement a down-and-dirty solution to quickly patch the problem, allowing us to finally pass the inspection and receive our certificate, and which allowed them the time to build and install the proper filter to prevent the harmonic generation permanently.

Also in last year's report was an item about the FCC's tentative plan to reallocate part of the C-Band spectrum, the frequencies used by the Public Radio Satellite System (PRSS) to deliver the BBC among other programming, to make room for oncoming 5G wireless services. The FCC is moving ahead with those plans, which means that

PRSS, along with many other distribution channels, are having to move and consolidate into the upper parts of the C-Band.

Fortunately for KGNU, the transition will be simple. As I had already confirmed our satellite dish's registration with FCC, we were prepared for whatever decision came down. We will not have to realign our dish to a different satellite or make any other physical changes, only install a filter to filter out the frequencies no longer used. Because of this, we are able to take advantage of an option offered by the FCC in conjunction with the satellite operators to take a lump-sum compensation payment of roughly \$8000 (the estimated average cost of the work) to do this work ourselves, rather than having a contractor do the job. The filter will be anywhere from \$300-\$500, Eric will oversee the installation, and we get to pocket the rest of the money for our own use.

The coronavirus has forced us to adapt quickly to the new needs of staff and volunteers to work from home. Working with our IT consultants Free Range Geeks, I created firewall rules to allow staff secure access to their desktop computers and the internal network, and wrote what I hope are clear instructions to install and configure the software to do so from both Macs and PCs. I also created a system using Dropbox to sync with the WaveCart computer, allowing remote producers to upload and download underwriting announcements, promos, and so on, so they can record entire shows from home.

The pandemic restrictions have also presented us with the opportunity to broadcast and record interviews remotely, for which we've been using Zoom. I installed cameras and software in the Red and Denver studios, as well as on production studio computers, and created a scheduling calendar to avoid conflicts. I provided instructions and training, and our hosts have been using the service quite well. We also used the service for pitching co-hosting during the fund drives.

COVID-19 also made our summer and fall fund drives a challenge. In addition to the systems put in place by George and Verity for co-hosting, I implemented a call-forwarding system for volunteers to take donation calls at home, using Google Voice. It was not without hiccups along the way, but overall it proved successful, and if we are in the same position in the spring, we will make it work.

As it has become so much more necessary for thorough cleaning, we now have a contact with Jan-Pro for bi-weekly building cleaning to complement Kathleen Martindale's work, as she winds down those duties. I have contacted Meyers Heating and Air Conditioning, one of our underwriters, to assess the building's HVAC system to ensure that we are properly filtering aerosols.

Volunteer engineer Thomas Andrews has been systematically resolving long standing problems, from our broadcast boards to the rack room. Huge thanks again to Carl Armon for making that introduction. Thomas built components to fire the CDs player from the board, found a number of loose wires and connectors that were causing all sorts of noise and short circuits, corrected balance and phasing issues, and on and on. We are developing plans for backup power and redundancy, and other maintenance and repairs. He is tenacious, thorough, and humble, and it has been a great pleasure to work with him.

Likewise, Eric Scace has been a godsend. With his extensive engineering background and history with radio

broadcasting (he's an avid shortwave radio aficionado), Eric has enthusiastically taken on projects at the FM and AM transmitter sites, planning, organizing, performing deep maintenance, including important repair work on the wires supporting the AM tower, as well as taking a leading role in planning out and organizing the new Denver studio and the interconnection between the Boulder and Denver facilities. I am learning a lot working with him.

Over the years, we have unfortunately had to develop efficient procedures for getting information to our community about wildfires and floods, utilizing our website, social media, Slack for communicating with DJs, as well as regular on-air updates. I did my part, helping keep information available where I could. Our coverage was appreciated - one listener, who described herself as a member of the homeless community, stopped by to give a cash donation in gratitude.

I continue my work on the Nominating and Budget committees. As Joy and Nile will report, NomCom welcomed two new Board members this year, and are looking to expand our committee's membership and reach. If anyone is interested in this committee, please reach out to Joy, Nile, or me, or simply email [nomcom@kgnu.org](mailto:nomcom@kgnu.org).

Other day-to-day tasks keep me busy. As resources allow, I've been upgrading our production studio computers, as seamlessly as possible, and maintaining what we have. I repair and maintain equipment in the studios and around the building as needs come up. I keep us supplied with office and hospitality products, production supplies, and so on, as well as the extra resources required by the pandemic for cleaning and sanitation, track expenses, keep our operator logs, EAS logs, and online public information files up to date, and make periodic updates to our website. And as always, I make myself available to our volunteers and staff for support and training.

One of my regular duties, scheduling and engineering ISDN studio rentals for NPR, the BBC, and others, came to an abrupt halt with the onset of the pandemic, along with that budget line item. When life returns to normal, I believe these will resume again - even though Zoom and other remote interviewing techniques have been put widely to use, they do not sound as good as having guests in a radio studio. Internet-based remote connections (like our Comrex) are in common use now, and it's time to drop our costly monthly ISDN subscriptions. By necessity, we have already dropped the ISDN service between the Boulder studio and the new Denver studio and switched over to IP connections. The operating costs of IP are much less than ISDN.

## **2020 Annual Development Report: Development Director: Sarah Shirazi**

**Scope of Work:** *organize operational capital.*

- Grants
- Major Donors
- Planned Giving
- Underwriting
- Events
- Membership
  - Drives
  - Acquisition
  - End of Year Fundraising

- Organizational Memberships
- Marketing, Communications & Public Relations
  - Social Media, Emails & Monthly Newsletters, Press
- Trades
- Community Engagement
- ★ **Overall, we exceeded our operating revenue goal for FY 19-20.**

## Grants

- Unrestricted Goal \$183,000
- Actual- \$209,710
- Restricted Goal - \$0
- Actual - \$49,712
- **Achievements** Include receiving multi-year General Operating Support (GOS) Grants, COVID Relief Grants including \$20k from Bonfils Station, \$10k from Denver Economic Development & Opportunity Fund. Project Grants for Election Coverage, \$25k for Boulder Media Gardens from Arts in Society, Boulder County Zero Waste Funding, Elevations Credit Union Foundation, secured our spot for a grant with the Community Counts Initiative (CCI) through NFCB, making us one of ten stations nationwide to participate in the year long effort to strengthen our station, among others.

### ➤ SMARTIE Goals FY 20-21

Secure strategic Multi-Year GOS Grants from the Boulder Arts Commission and others; secure strategic project grants, apply feedback and lessons learned towards improving our grant applications and overall strategy. Meet or exceed budget goals or unrestricted grants: \$144,500. Achieve goals by using grant application schedule and reporting schedule; Research and apply for COVID-19 funding. Continue to make stronger connections both local and national funders. Work with members of the Development Committee to identify grant opportunities.

## Membership

- **Achievements** include successful fund drives, and end of year Fundraising Campaigns. Executed coordinated marketing plan across on-air, email and digital channels, secured \$5,000 News Match from Colorado Media Project, also secured it for this year.
  - Colorado Gives Day: Goal \$25k – Actual \$28,428
  - Year End: Goal \$40k – Actual \$36,507

### ➤ SMARTIE Goals FY 20-21

Work with Membership Coordinator to implement stronger new member acquisition plans. Improve communication and marketing strategies and targeting; including more donor-centric communications with donors for cultivation purposes; Focus on growing Organizational Membership program, meet goal of \$10,000 by bringing on 10 new members giving \$500 or more).

## Major Donors & Planned Giving

- **Achievements** include raising matching challenge grants for the Fall, Spring and Summer fund drives.

Strong cultivation has led to steady growth, and new opportunities. This fall I received a scholarship to participate in the Major Donor Gift Academy by the CPB and Greater Public, facilitated by Veritus Group, learning new strategies and systems for organizing customized major donor plans. In the area of planned giving we made Improvements to mechanisms to follow up with prospective donors.

<b>Year</b>	<b>Fall Cycle Snapshot Challenge</b>
2015	\$29,110
<b>2016</b>	\$35,425
<b>2017</b>	\$43,365
<b>2018</b>	\$37,515
<b>2019</b>	\$39,530
<b>2020</b>	\$45,480

➤ **SMARTIE GOALS FY 20-21**

Create customized major donors and planned giving prospect plans from a caseload of approx 70-100 donors. Focus on qualification, prospecting, cultivation and stewardship of major donors and planned giving donors; Learn their passions and interests and create specific cultivation plans for each donor. Cultivate and solicit major donors to participate in the Capital Expansion Campaign. Execute consistent marketing throughout the year for bequests, planned giving, IRA rollovers, stocks and bonds, corporate giving. Improve “public facing” aspects of Legacy Program, website recognition, etc.

**Underwriting**

- **Goal \$70,000**
- **Actual \$53,636**

- **Achievements** include implementing a successful projection template worksheet, developing marketing campaigns that resulted in securing many new clients, and sponsors including from Census 2020, coupled with very strong renewal efforts.

➤ **SMARTIE Goals FY 20-21**

Our team will focus on continuing to strengthen systems, implementing a new database system. Meet consistent revenue targets of \$7,500/ mo or more by focusing on upgrading current clients, and securing larger clients with contracts of \$3-8k or more. Work intentionally towards securing relationships with POC businesses across the Front Range.

## Special Events

- **Goal \$30,000**
- **Gross Revenue \$21,211**
- **Actual Net Revenue \$12,284**

### ○ Events (11)

- ¡Cultura Viva! Live Music Broadcasts x Three
  - Wednesday, Nov. 20: Pink Hawks
  - Saturday, Feb. 20: Mono Verde Collective
  - Saturday, June 27: Los Mochochettes
- Mardi Gras Bash 2020 Boulder - Avalon Ballroom- Saturday, Feb. 1, 2020
- New Voices for Climate Justice Boulder Dairy Arts Center, Thursday, Feb. 6, 2020
- Tangerine Dinner Boulder Thursday, Feb. 13, 2020
- Jim Hightower: Food, Fracking and Fellowship -Longmont Museum Sunday, Feb. 16, 2020
- GNU Prom Saturday, May 2 (marketing support)
- The Charles Safer-at-Home Edition (Sarah/ Indra/ George), Sunday, July 19, 2020
- RockGrass Radio (Indra/ George)
- Yard Bazaar Denver Sep. 4-5 (Dave)

### ○ Cancelled Events: Plant Sale 2020

- **Achievements** include hosting well-attended, quality events, and securing new sponsorships and partnerships. I am pleased with our efforts to pivot and turn challenges into opportunities, creating creative ways to host events in the era of COVID-19. Big thanks and props to the Events Committee, staff members Dave, Indra, George, Evan, Rossana, Timo, and Verity for their hard work in helping out with special events.

## ➤ SMARTIE Goals FY 20-21

Continue to focus on events that yield \$5,000 or more in revenue, solicit new business sponsorships and work with the Events Committee to host safer at home editions of our signature events. Create a digital lecture series with three speakers. Develop plans with the Events Committee to implement new strategies and events that will increase our ROI and to create systems and framework to host safe public events. Secure support to host free events with grant support. Work intentionally towards securing more partnerships and continuing partnerships led by POC businesses across the Front Range.

## Communications, Marketing, Social Media & Public Relations

- **Achievements** include strengthening the monthly Radio Waves Email Newsletter both in content and presentation. Worked with Intern from CU Boulder to put together marketing plans for TRENDS podcast and Boulder Media Gardens. We also reevaluated and strengthened our Social Media Strategy and working with Hannah Leigh, Carrie and Indra, we have established priorities, improved content, strategies and goals. Working with the Communications Working Group we were able to secure press for the GNU Prom in many media outlets across the Front Range.

## ➤ SMARTIE Goals FY 20-21

Continue to strengthen communications and corresponding segments. Continue to grow social media presence and tighten goals for the year. Create a sustainable plan for the FY 20-21 KGNU Magazine, likely digital distribution.

## **Trades + Partnerships**

- **Achievements** include securing partnerships with the Longmont Museum, Boulder Digital Arts, Latino Chamber of Commerce, Boulder Chamber of Commerce, the Dairy Arts Center. And renewing partnerships with Highland City Club and others. We tracked \$117,000 in-kind goods and services for FY 18-19.

### **➤ SMARTIE GOALS FY 20-21**

Continue to secure lucrative partnerships, sponsorships and trade relationships. Focus on boosting partnerships, diversify, improve cultivation strategies, and MOVES management.

## **Community Engagement**

- **Achievements** include securing 33 Total Community Calendar partnerships organized this year, compared to last year we had many cancellations due to COVID-19 having 58 partnerships in FY 18-19. Dave organized 17– primarily in the Denver Metro area Sarah organized 16– primarily in the Boulder Country area.

### **SMARTIE GOALS FY 20-21**

Diversify partnerships based on strategic growth goals, seek out more partnerships with Latino Community and cultural brokers; More partnerships with Fort Collins, Lafayette, and Longmont based events and organizations; Continue to create beneficial relationships and promotional trades to elevate KGNU's presence across the Front Range.

## **Summary of FY 20-21 SMARTIE Goals**

- Meet or exceed financial targets for FY 20-21 - budget goals
- Grow membership revenues through improved new donor acquisition, growth of organizational memberships through strategic partnerships and relationships
- Secure strategic multi-year GOS grants and strategic project grants.
- Develop strong prospecting, qualification, cultivation and stewardship plans for Major Donors: create seamless major donor to planned giving pipeline to work towards meeting operational and capital expansion campaign goals.
- Consistent Marketing for all programs
- Implement Brand Guide
- Implement a database for the underwriting program
- Events: Strengthen Return on Investment (ROI) improve sponsorship partnerships.
- Leverage Annual Magazine as an external communications tool to attract new members, listeners
- Work closely with the Board of Directors, Dev Comm, Events Committee, Budget Committee, Communications Working Group, Station Manager and Underwriting Representative and staff to achieve goals.
- Prioritize personal professional development and integration of Diversity, Equity and Inclusion in everything that I do.

## **KGNU Committee, Annual Reports**

### **Treasurer Report**

At the end of September, our fiscal year end, we were at 102% of our budget goals (from October 2019-September 2020). We were at 94% of our membership goal, a shortfall of about \$35K. We were at 119% of our budget goal for unrestricted grants, 145% of our budget goal for Major Gift Solicitations, and 307% of our budget goal for Other Unrestricted Grants.

### **Expenses**

Our total expenses at the end of September were at 93% of our projected amount.

### **Overall**

Because we were at 102% of income goals and 93% of budgeted expenses from October 2019- September 2020, we had a very nice positive net income.

**Income:** Although contributed and earned income were lower than anticipated, grants and government grants more than made up for those shortfalls.

**Expenses:** All composite expense category actual amounts were lower than budgeted amounts.

**Membership Other** was under budget as Spring Fund Drive struggled significantly, this disrupted the amortized schedule we use. We also recategorized gifts of \$1000 or more into the major donor line item, causing major donor to go up and membership other to go down.

Car donations, Special Events, Studio Production, Volunteer Training Fees, Bus & Nonprofit memberships, Misc income, were all impacted by covid-19.

**Notes on Expenses:** Salaries were under budget because we did not hire an additional staff member as initially budgeted, due to the uncertain economic forecast. Employee Benefits were lower than budgeted for the same reason and because not all staff elected to receive offered benefits. Taxes were under budget for the same reason. Engineering fees, repairs & maintenance, and fund drive and premiums were budget items where actual expenses exceeded budgeted expenses.

## **Strategic Planning Committee 2020 Annual Report of Progress against Primary Strategic Goals (11/09/2020)**

### **1. To strongly support and exemplify the spirit of community, inclusiveness and safety in all aspects of KGNU's culture and operations**

#### **Actual progress**

- With this insane year of dealing with the Covid pandemic, KGNU met the challenge of developing a real understanding of what it means to keep people safe.

- Implemented many new safety protocols and systems to improve the overall safety and well-being of staff and on-air volunteers who need to access KGNU facilities and equipment.
- Provided frequent and up to the minute updates to the community concerning wild-fire developments across the front range
- Committed to further expanding our 'Diversity, Equity and Inclusion' (DEI) work across the organization, including recent trainings led by the 'Building Bridges' organization. This augments efforts that began back in 2019 ('Anti-Oppression' training sessions) and has translated into some small initial signs of progress in terms of increased diversity on Committees and on the Board.
- Expanded our bilingual footprint across our programming, promo and PSA landscape. Also, established more partnerships within the Latino Community
- Increased community presence through our 'Trends' programming in partnership with the Community Foundation of Boulder County.

### **More work yet to be done**

- Despite the concerted efforts in our DEI work, acknowledgement that we are just getting started and need to keep this on the front burner, so that greater strides can be made in this area moving forward.
- Our audience is predominantly white and skews towards an older demographic. More thought needs to be given as to how we can better include communities and other demographics who currently do not tune in to us and who might not even know that KGNU exists.

## **2. To have an organizational structure that is agile, efficient and supports BCBA growth**

### **Actual progress**

- Made significant progress in deploying IT systems that integrate-well together, moving us in a direction of greater organizational agility and capability.
- Specifically, we have deployed (or are in the process of deploying):

**'Galaxy' – our Volunteer Management System**

**'Salesforce' – our new Membership Database**

**Some automation, enabling the automatic playing of pre-recorded shows without the need of on-premises staff.**

**Systems enabling our fund drives to be staffed pretty much remotely.**

- Are now routinely using our Committee Standardized Report Form, allowing Committees to more easily do their monthly reporting to the Board, as well as providing to the Board reports that are standardized, consistent, easy to digest and more informative.
- The Board attended retreats with SVP (Social Venture Partners) focusing on improved organizational governance and how the Board can optimally serve KGNU through its articulation of vision, strategy and active connectedness into the community.
- The process of Strengthening Committees was set in motion as key stakeholders across Committees were polled for their opinion regarding two issues which the Board felt were important first steps in this strengthening process. The conversation has begun, different viewpoints expressed, and this dialog has been useful, albeit slow, as the various stakeholders work to find common ground.

### **More work yet to be done**

- The Employee Handbook is still in the process of editing – too much legally restrictive language. This all needs to be brought to closure.
- There is an ongoing need for identifying qualified talented people inside and outside of our ranks who are willing to serve on our Board and Committees.
- There is a need to strike the right balance between honoring KGNU tradition, embracing what has worked in the past, with the ability to be light on our feet and skillfully adapt to our ever changing present and future conditions without compromising our fundamental values and principles.

### **3. Upgraded BCBA broadcast facilities**

#### **Actual progress**

- Our new Denver studio at the COLab facility on the third floor of the Buell Public Media Center is projected to be online with our current analog equipment mid to late November 2020.
- The new digital design and backbone design for our new Denver home is near completion. This digital upgrade is projected to be deployed by the end of the first quarter 2021.
- Significant progress has been made in improving KGNU's AM signal
- Very exhaustive engineering studies to improve our FM signal are underway.

#### **More work yet to be done**

### **4. To provide a vibrant multicultural community media center**

#### **Actual progress**

- The Denver move over to the Buell Public Media Center is the first step. Things learned from our experience there, over the next 12 to 18 months will inform what will eventually be deployed at the Boulder branch of KGNU's Multicultural Community Media Center.
- Because of Covid and its various financial impacts, funds projected to be raised in 2020 for the Capital Campaign has been more challenging.
- However good progress has been made in laying the groundwork for successful Capital Campaign activity over the next 2 years. Such groundwork includes cultivating prospects and developing more effective prospecting strategies.

#### **More work yet to be done**

- Lots of heavy lifting needed to meet our Capital Campaign fundraising goals over the next 12 – 24 months.

### **5. To have diverse and sustainable revenue models that increase contributed and earned revenue**

#### **Actual progress**

- One thing that Covid has demonstrated is KGNU's resilience in the face of unprecedented and difficult times. Kudos to everyone throughout the KGNU organization, pulling together to continue to deliver broadcasting excellence, 24/7 without interruption.

- It should be noted that other nonprofits and some stations similar to KGNU have not fared as well—some are in serious trouble right now. This perhaps is a testament to the fact that KGNU has done the right things in terms of the way it manages its finances, the way that the organization operates, its quality of leadership and importantly the high caliber of its people.

- Throughout the pandemic no furloughs.

- KGNU's acquisition of several relief funds was a result of quickly jumping on an incredible opportunity that opened-up, executing well and taking advantage of the excellent relationships that have been established over the years with our bank as well as local and state foundations who provided grant relief.

- Core membership and underwriting are both up this year!

- Continued excellence in KGNU's financial reporting and precise budgeting processes

- Believe it or not, KGNU will actually have a budget surplus in this very challenging fiscal year!

### **More work yet to be done**

Increase our listenership -> which ultimately leads to new memberships and greater financial support from a wider base of people

## **6. Increased civic engagement and community impact**

### **Actual progress**

- Increased partnerships within Spanish speaking and Latino communities

- Many media organizations are now taking note of our "TRENDS" podcast

- Partnering with the City of Denver and Denver Arts and Venues through the "Cultura Viva" live music broadcasts ... Denver is noticing

- Increased partnerships outside of our immediate area ...

### **CU Environmental Center 'FLOWS' program**

#### **'Destination Freedom Black Radio Days' programming**

- Our hosting of Denver Public Schools interns over the summer

- Our work with Media Gardens in Lafayette and New Vista High School in Boulder

- Attendees of our 2020 Annual Retreat in Denver said it was the best retreat ever.

### **More work yet to be done**

- Regarding KGNU Events, could have greater diversity in terms of who is attracted to these and who attends.

- So many people throughout the front range don't know about KGNU! Increase community awareness.

## **2020 CAPITAL EXPANSION COMMITTEE Report (Established in September 2018)**

2020 Members:

Tim Russo, Station Mgr. Liz Lane, co-chair

Julia Kashkashian, Member Carl Armon, Board liaison

Robert Hastings, Member Kathy Partridge, Member  
Elena Klaver, Member Eli Kaelin, Member  
Duncan Campbell, Member Nona Gandelman, Member  
Tim Rohrer, SVP Michael Donovan, SVP

The purpose for the AD HOC CAPITAL EXPANSION COMMITTEE is to strategically structure, support, and sustain KGNU's 4+ year effort to raise the necessary capital funds to implement KGNU's vision to expand its primary physical space in Boulder, CO to establish an environmentally sustainable multi-cultural community media center and regional media-makers space serving the Front Range.

Monthly meeting 1st Monday of Month at 4:30pm Boulder Station

Overview of a Unique Year

2/11/20: TANGERINE DINNER

2020 began with high hopes as KGNU successfully put on another TANGERINE dinner event for its major donors and major donor prospects. The pitch of the evening was tailored around KGNU's planned expansion through the \$1.25 million Community Culture and Safety grant. More than 2 dozen high net worth and other major donors of KGNU were wined, dined and provided preliminary drawing renditions of the AMPLIFYING COMMUNITY expansion and asked to donate, every dollar of which will be matched.

3/13/20: COVID 19

The combined "hit" of social distancing and economic disruption of course has muted and stalled the raising of capital funds. Nevertheless, the Committee has spent the year continuing to reach out to the individuals on its prospect lists, engage these prospects with the value and importance of KGNU community radio ESPECIALLY during a pandemic, and underscore the necessity of local media as essential infrastructure.

### **2020 Accomplishments**

1. The Committee held 10 meetings and adopted the AMPLIFYING COMMUNITY moniker
2. Committee members contacted more than 126 prospects, "touching" many of these individuals multiple times during the year about KGNU, KGNU's programming, and KGNU's expansion in Boulder (and Denver!).
3. As of November 2, for FY 2020, the Committee has raised \$30,490—which, when matched totals \$60,980. This **does not** include pledged but unreceived amounts for FY 2021 and 2022. Overall, funds raised in FY 2020 bring the **total** campaign funds raised to about \$380,490, from \$350,000 at the end of 2019.
4. Committee members intend to make additional asks after the election in the gross amount of \$20K-\$30K additional dollars for 2020.
5. The Committee held a Board coaching session led by Julia Kashkashian to work on prospect communication.

6. The Committee developed a library of emails, talking points, expanded FAQs, KGNU impact points, and other resources which can be used and adopted in prospect cultivation.
7. The Committee developed brief bios and giving history of KGNU major donors to plan and assign individual asks and approaches.
8. The Committee developed, practiced, and implemented a step by step process to plan, strategize and initiate major donor calls.
9. The Committee initiated and maintained contact with several potential multi-figure donors to fund specific part(s) of the KGNU expansion. These gifts are pending.
10. Developed talking points to underscore KGNU's increasing importance in the era of COVID AND the national crisis of LOCAL NEWS CONTRACTION.
11. Developed and implemented an approach for Denver major donors using COLab Drawings and timeline material available to show prospects.

#### GOALS FOR 2021

1. Close 4 gifts of \$100K or 8 gifts of \$50K
2. Add members to the Committee who are willing to introduce their networks to KGNU.
3. Secure in kind donation for café or kitchen
4. Develop and implement alternatives to traditional fund raising events/parties

Thanks to all of the committee members for their hard work and commitment in a VERY difficult fundraising (and otherwise) year.

SPECIAL THANKS to Julia Kashkashian for her invaluable expertise (former Major Gifts officer at the Nature Conservancy), guidance, practice time, and emphasis on "listening the gift." Your contributions this year are so appreciated.

#### **KGNU Nominating Committee Annual Report November 9, 2020**

##### **Members**

Volunteers: Marge Taniwaki, Dennis Glowniak, Liz Lane, Bill Hogrewe Staff:  
Evan Perkins, Tim Russo  
Board: Elena Klaver, Robert Hastings

##### Chairs: Joy Barrett, Nile Southern **Nominating Committee Purpose Statement**

The Nominating Committee is responsible for recruitment and recommendation of new Board Members, for making recommendations on continuing Board Members, and for presenting a slate of officers at the Annual Meeting. The Board may call on the Nominating Committee to help with Board development and effectiveness. (KGNU Bylaws, Section 7.10.2.1)

**Meeting Schedule:** Third Monday of each month at 6 p.m. via Zoom during the pandemic, and

normally at the Boulder Station

### **Key Accomplishments of 2020**

- Cultivated and processed 2 new members to Board: Shiquita Yarbrough & Robert Hastings.
- Tish Beauford has been regularly participating in NomCom meetings and serves as a liaison with communities in Denver.
- Identified possibly compatible groups at CU to connect with in efforts to expand KGNU networks and attract youth to the station.
- Attended networking events, including monthly Boulder Chamber Orientations. • Began attending Volunteer Orientations, establishing NomCom's presence and observing.
- Began scripting the recruiting video for Volunteer Orientations, in coordination with the existing (virtual) volunteer presentations, to inform participants about committee and Board service opportunities.
- Provided input on Strategic Planning Committee's survey regarding 'Strengthening Committees' and provided input for development of the monthly report form. • Researched issues pertaining to youth Board membership.
- Canvassed and set slate for 2020, attended Board meetings, and provided other Board support.

### **Key Goals for 2021**

- Improve Denver outreach by making use of the new COLAB space, launching activities & events to help build community and create presence/awareness of KGNU committee service.
- Work with Tish and others including Denver Working Group to improve our presence and involvement in Denver, especially among diverse communities. • Shepherd the election of at least two new Board members, with staggered terms. • Continue attending Volunteer Orientations to look for prospects to nurture for committee and Board membership.
- Finalize 2-minute recruiting video for presentation at bi-monthly Volunteer Orientations to encourage committee and Board service.
- Expand outreach to Meet-ups and other communities.
- Continue process of reviewing, revising, and updating NomCom's SOPs. • Implement process for noting and pursuing potential candidates heard on KGNU. • Make regular appeals to staff, Board members, and volunteer base for nomination ideas.
- Add new members to the Nominating Committee with fresh perspectives, who also demonstrate leadership potential, spark initiative, broaden KGNU's diversity, and help with our succession planning.

### **KGNU Community Advisory Board Meeting Minutes: September 24, 2020 : year-end meeting**

#### Attendees:

CAB Members Present: Louis Wolfe, Thia Gonzalez, Carmen Ramirez; CAB Members Absent: Roxy Goss

Board and Station Liaison: Tim Russo, KGNU Station Manager

General Public: James Galian

#### **6:10 Station Updates:**

- Preparing Denver Studios and Office move to Buell Media Ctr

- News Department Transitions
- Broadcasting in the pandemic

**6:20 CAB Review/Discussion:** Station overall sound, delivery and perceived impact of content as well as quality of programming presented at this time, considering pandemic and socio-political uprisings.

**6:40** CAB review/discussion of digital communication (facebook, landing page, electronic Newsletters) related general communications – consistency of messaging, quality and diversity of posts, writing and presentation.

**7:10** 2021 CAB meeting dates. March 10<sup>th</sup>, 2021 @ 6PM; September 29<sup>th</sup>, 2021 @ 6PM

### **2020 Program Committee Report - Jim Jobson**

Jim Jobson, chair; Rebekah Hartman, Staff Liaisons Indra Raj and Dave Ashton; Members: Mariah Coe, Jessica Schilling, Leslie Lomas

- There has been an increase in interest and membership over the past year. There are currently 12 active members. Lately we are averaging about 10 participants in our monthly meetings.

- Covid Restrictions and Policies were discussed. During the spring/summer peak COVID, review of shows was suspended in order to address policies and procedures for pivoting toward following public health orders and fostering high-quality home recording. Many other guidelines and suggestions were discussed for on air hosts and use of the recording studios.

- Non-Commercial Policy was discussed. The first draft has been sent to the Station Manager for review. Members discussed that a silver lining of COVID and virtual meetings is that they have been much better attended than in the past.

- Policies and guidelines for show Hosts, Co-hosts and Guests were discussed. Documents were created detailing our suggestions.

- There have been a number of updates to the volunteer handbook.

- There was one new show proposal for a Show Tunes themed program.

- The review of shows was suspended for about six months. Before and after that time, we reviewed five music programs and four news programs.

### **2020 Development Committee Report Annual Report**

Barbara Stern, chair; Danielle Guana, Yukari Miyamae, Verity Matthews, Sarah Shirazi

Our major accomplishments include making thank-you calls, donor cultivation calls, and renewal calls to support KGNU's Membership Goals.

The Development Committee's main goals and activities are to support the Director of Development and the Membership Director in all of their activities which include but not limited to, renewal and thank you calls, researching grants, and whatever is needed to help with the success of each position. In this past year, some members of the committee have attended New Member Orientations at the Boulder Chamber of Commerce.

SMARTIE goals for the year include brainstorming and researching potential grants and underwriting sponsors, Continuing to make Phone Calls (Thank you, Cultivation, and Renewal calls), Continue helping organize Planned Giving Events.

We, of course, would like to recruit a few new members too.

### **KGNU Events Committee: FY 2019-2020 Annual Report**

Current members: Meredith Carson, Karen Gruber, Kathy Metzger, Yukari Miyamae, Dan Willging, Board liaison Barb Stern, and KGNU staff members Dave Ashton and Sarah Shirazi.

- Charter: To organize special events.
- Meetings: Take Place on the first Wednesday of every month at 6:00 p.m. via zoom (video or phone conference)
- FY 2019-2020 financial goal: \$30,000
- Gross Revenue \$21,211
- Actual Net Revenue \$12,284
- From October 2010 - September 2020, we produced the following events for KGNU:  Mardi Gras Bash 2020 Boulder - Avalon Ballroom- Saturday, Feb. 1, 2020  Net Revenue: \$3,537 (KGNU keeps 75% of the net revenue)
- Jim Hightower: Food, Fracking, and Fellowship -Longmont Museum Sunday, Feb. 16, 2020
- Net Revenue: \$875
- The Charles Safer-at-Home Edition Sunday, July 19, 2020
- Net Revenue: \$2,171
- Yard Bazaar Denver September 4 and 5, 2020
- Net Revenue \$5,066
- Canceled Events (due to COVID-19) Plant Sale 2020

#### Upcoming 2020- 2021 Events

- Saturday, December 12, 2020: VIRTUAL Holiday Party for the KGNU Volunteer community. Please mark your calendars!
- February 13, 2020: VIRTUAL /Live Broadcast Mardi Gras Bash!
- July 18, 2021: (likely VIRTUAL) Annual Charles Sawtelle Memorial Mountain Jam  August/September 2021: Annual CD & Record Sale
- Pending Events:
  - End of May/Early June: Annual Plant and Art Sale
  - KGNU Lecture Series
  - Projected Net Revenue for 2020-2021: \$20,000
- With so many unknowns due to the COVID-19 Pandemic, we are unsure when we will be able to host in-person events, in the meantime, we are prioritizing virtual events until It's safe to gather in person. The

committee will focus on building best practices for hosting virtual events and safety precautions and protocols for gathering safely, where possible.

☐ Please contact Board Liaison, Barbara Stern to learn how to get more involved with the Events Committee, sbarbara7@me.com.

**Board Action: presentation and approval of 2020-2021 Board Executive Slate**

- 1) Rebeka Hartman – remain as president
- 2) V Chair, Barbara Stern
- 3) Secretary, Roz Brown
- 4) Treasurer, Carl Armon

**Presentation and Reauthorization of Committees and Chairs:**

- Current chairs for Development, Nom Comm, Programming and Strat Comm were retained for 2021.
- Events: Sarah Shirazi will present for committee in 2021 – Barbara Stern and Kathy Metzger will co-chair.
- Capital Committee: Elana Klaver replaces Liz Lane as chair.