

KGNU
Boulder/Denver
Strategic Plan
2014-2018



KGNU Mission

Mission Statement

KGNU is an independent, noncommercial community radio station licensed in Boulder and Denver and dedicated to serving its listeners. We seek to stimulate, educate and entertain our audience, to reflect the diversity of the local and world community and to provide a channel for individuals, groups, issues and music that have been overlooked, suppressed or under-represented by other media. The station seeks to expand the listening audience through the excellence of its programming without compromising the principles stated here.

Organization

KGNU depends on community volunteers, coordinated by paid staff, to produce quality programming. It relies on its audience for financial support. The Board of Directors of the Boulder Community Broadcast Association, Inc., is the licensee and is legally responsible for the conduct of station activities. The board hires a manager who is responsible for managing the station and hiring other staff. The board, staff and volunteers are committed to collaborating with each other.



Table of Contents

KGNU Mission	2
Mission Statement.....	2
Organization.....	2
Introduction.....	4
Station Identity.....	5
History of the Planning Process	7
Core Values & Vision.....	8
Strengths Weaknesses Opportunities and Threats.....	8
Core Values	8
Vision.....	9
Strategic Goals.....	10
Managing The Plan.....	15



Introduction

The 2014 – 2018 Strategic Plan is the result of a broad participatory process involving KGNU’s key constituencies; that is, the volunteers, board of directors, staff and community leaders. The Strategic Plan affirms our mission, defines our vision and values and maps a course forward by establishing goals for 2014 and beyond.

The objective of this plan is:

- To place KGNU in a strong programming and operational position as it moves toward a fifth decade of operations
- To guide management, staff, board of directors and volunteers in their decisions and actions
- To inform our members and our listening community of the station’s vision

The Strategic Plan is designed to guide KGNU to become an even stronger and better community radio station, while increasing the regional and national influence for which KGNU has been recognized over its 35-year history. The Strategic Plan recognizes the commitment of the board, staff and volunteer community to work creatively and cooperatively to ensure KGNU’s continued success.

The genesis of this Strategic Plan lies in the KGNU Mission Statement, Strengths-Weaknesses-Opportunities-Threats (SWOT) Analysis, Core Values, Vision, Strategies and an Implementation Timetable that identifies responsibility for overseeing implementation of each strategy. The Core Vision and Values statements are a narrative description of where KGNU seeks to move in the years ahead.

Figure 1 - Core Components



The Strategic Plan is an integrated framework to define the station's goals. While the KGNU bylaws provide a legal, rigid framework under which KGNU operates, the Strategic Plan is a "living" document, both flexible and adaptable. During implementation the Strategic Planning Committee will regularly reevaluate aspects of the plan to add details, develop new tactics or amend sections as circumstances change and new opportunities arise (see Managing The Plan section). In some instances, the Strategic Plan identifies the specific steps that KGNU will take, but in others it sets out broader goals and assigns the development of tactics to the appropriate staff, committees and Board of Directors.

It's critical that the KGNU staff, volunteers and our key constituency embrace the plan: the community of listeners and supporters we serve. The Board and Strategic Planning Committee supported the development of a strategic plan through a broad participatory process. The strategies are a result of the regular meetings of the Planning Committee, which included board, staff and volunteers that together contributed a dynamic array of skills, knowledge and ideas. Implementation of the Strategic Plan integrates the varying and interrelated components of the station and reflects the forward-looking mission, energy and optimism that have also defined KGNU's 35-year history.

Station Identity

KGNU is owned by the Boulder Community Broadcast Association, an independent, listener-supported, noncommercial community radio station that broadcasts on two frequencies: at 88.5 FM; and 1390 AM. KGNU also maintains a translator in Nederland at 93.7 FM. The station's combined signals reach most of the Denver Metro area's population of more than 2.5 million.

KGNU began broadcasting on May 22, 1978, at 88.5 FM to a small segment of its current listening area. In 2004, a Denver signal was acquired to launch KGNU 1390 AM, addressing the desire of many Denver supporters to broadcast a stronger signal to the Denver Metro area and reach a much larger listening audience. KGNU also reaches the global community by providing live broadcasting and downloadable podcasts made available through the internet at www.kgnu.org.

KGNU is a Section 501 (c)(3) nonprofit corporation wholly owned by the Boulder Community Broadcast Association and licensed in Boulder County. The station is governed by a Board of Directors, managed by a Station Manager and a small paid staff and supported by hundreds of volunteers.

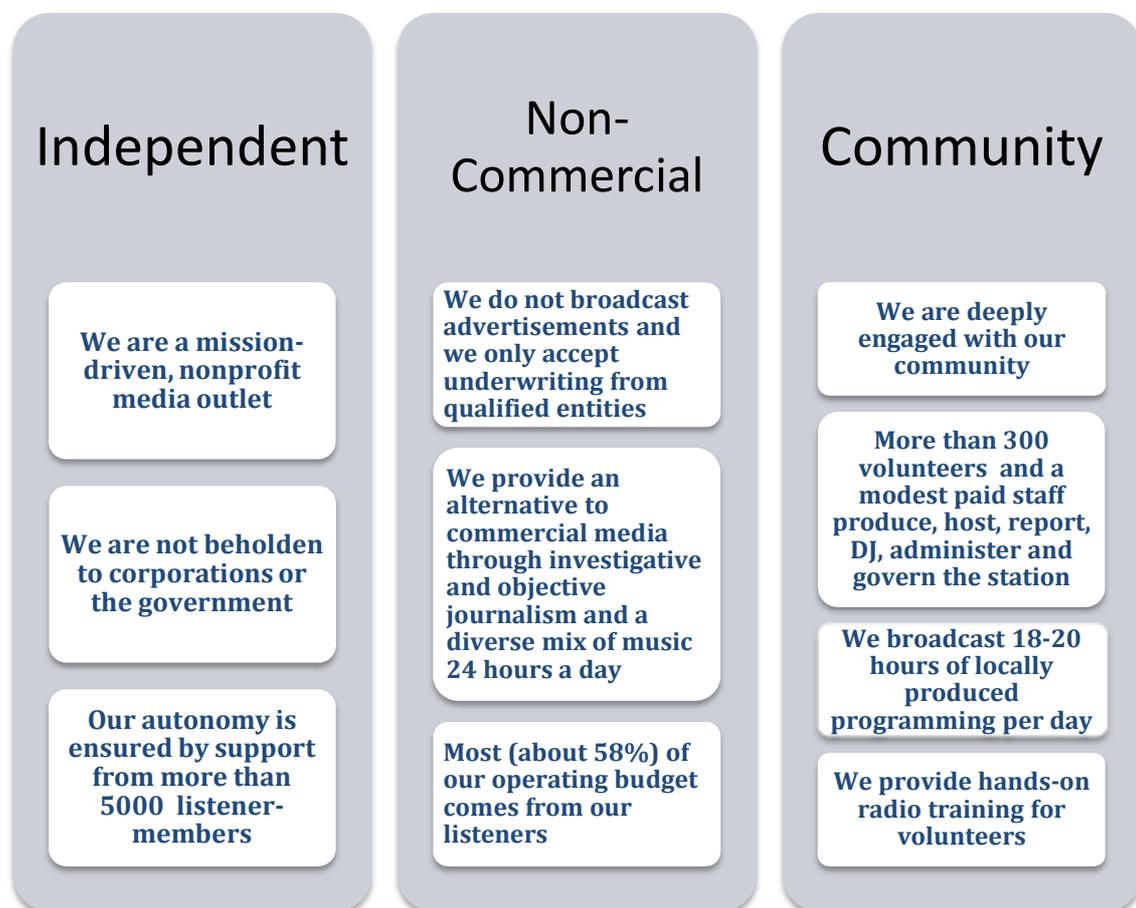
KGNU has successfully built its listenership on its balance of eclectic, locally-produced programming, inspired and created by on-air volunteer broadcasters/programmers and countless off-air volunteers, as well as unique national and



international programming that is unavailable through other media sources. The programming is a combination of local, national and international productions. Local programming includes music, public affairs and other specialty programming, most of which is provided by more than 200 volunteer programmers. Local, national and international programming includes news, public affairs, science and a variety of entertainment programming, some of which is provided by the British Broadcasting Corporation (BBC), Pacifica, Public Radio International (PRI) and a host of independent producers.

We broadcast 24 hours, 7 days a week and maintain two studios: one in Boulder at 4700 Walnut Street and one in Denver at 700 Kalamath Street. The studios are connected via ISDN.

Figure 2 - Defining KGNU



History of the Planning Process

This iteration of KGNU's Strategic Plan began with meetings of the planning committee in late 2012. The plan prior to that time was designed for the period 2007 to 2009, meaning a revisit was long overdue. At the all-station retreat in February, 2013, Clayton Moore, former Director of Volunteer Engagement for Metro Volunteers, led a brainstorming session with volunteers and staff that resulted in a draft Strengths, Weaknesses, Opportunities and Threats (SWOT) matrix to inform the station's direction for the coming years.

On March 11, 2013, the station's Board approved the planning committee's Statement of Purpose which reads: "To review the Strategic Plan developed in 2007, to envision KGNU's future and identify the necessary procedures and operations to achieve that future, to update the Strategic Plan for the five-year horizon (2014-2018)."

Led by board of directors member and volunteer, Jon Walton, the process of socializing the SWOT began with a variety of stakeholders including volunteers, listeners, major donors, staff and the Board of Directors. Workshops/Values Audit meetings were held from March through May 2013, at both stations and additional information was gathered via phone and through in-person interviews. Subsequent meetings of the planning committee were held to define objectives, goals and actions for each component of the plan as identified by stakeholders and to synthesize/prioritize those items into a Draft Strategic Plan.

The Draft Plan was presented to the Board on in the Fall of 2013, with board comments incorporated in late November 2013. The Draft Plan was made available on the KGNU website and the KGNU community was given a 14-day comment period, with those comments incorporated early in January 2014. The final version of the plan was presented to the Board for review in November and December 2013 and approved at a board meeting in January 2014.

Core Values & Vision

This section of the Strategic Plan summarizes our vision by stating what we aim to be known as in our listening area and beyond. The future vision of KGNU is based on a core set of values that describes who we are, defines our culture and shapes the character of the station. This section also outlines how we differentiate ourselves from our current and potential future competition, which may come from other public radio stations, satellite, internet and other radio or media sources.

Strengths Weaknesses Opportunities and Threats

One of the first efforts undertaken by the Planning Committee was to conduct an assessment of the KGNU's strengths, weaknesses, opportunities and. The SWOT analysis formed the foundation for the Planning Committee because the analysis helped to identify some common themes and values. This work helped the Planning Committee clarify the vision for the Strategic Plan and provided a filter through which the committee developed objectives, goals, actions and targets contained in this Strategic Plan.

Core Values

KGNU's Core Values are the foundation on which we create and present our unique style of community media. These values are a constant, unaffected by political, societal or technological changes. Our core values inform how we interact with each other and how we make decisions in support of our mission. They are a reflection of what is truly important to the volunteers, members and staff.

The following Core Values were derived from a series of public meetings conducted by the Strategic Planning Committee at the Boulder and Denver studios. Feedback obtained in each session was highly consistent, showing a tremendous amount of alignment across our community. The central tenets focus on diversity, community, integrity and independence.

Table 1 Core Values

<i>KGNU Core Values</i>
Support diversity <ul style="list-style-type: none">▪ We have a responsibility to support diversity in our volunteers, staff, listeners and the KGNU Community
Eclectic programming <ul style="list-style-type: none">▪ Provide diverse and underrepresented music & news - "something for everyone"
Duty to community <ul style="list-style-type: none">▪ Leadership, training and mentoring, service-oriented & educational



Integrity

- It is important to be truthful, transparent, and open. We seek to objectively present all sides of issues.

Sense of family

- Through inclusion & support, we foster a sense of family in the KGNU Community

Value independence

- It allows us to be experimental, non-mainstream, non-commercial & listener funded

Grassroots

- KGNU is volunteer driven and community-based. Our actions and outputs are based on the needs and desires of common, ordinary people within the community.

Vision

Considering the inputs from above, the Strategic Planning Committee was able to craft a vision for KGNU's future that aligns our Mission and core values with the surrounding realities. When envisioning this future for KGNU it is clear that changes must be made to ensure another 35 years of successful operations. Continuing to provide our listeners with the types of programming they desire will require the dedication, support and involvement of thousands of people. Additionally, an evolving media landscape, technological advances and the complexities of our chosen operating model must be addressed via the Strategic Plan action items. Our comprehensive programming model offering news and music is a vital aspect of what makes us unique and should be retained.

Our vision is to provide a diverse mix of music and news that connects with listeners and is accessible via multiple delivery platforms. This offering will attract new listeners and volunteers to the KGNU Community. Collectively this reinvigorated group will help the station build its reputation in the community and achieve financial stability.



Strategic Goals

This section reflects the outcome of our planning work and provides the underpinnings for the objectives, goals and implementation steps detailed in this Strategic Plan. It is based on the realization that in order to continue to bring an alternative voice to the airwaves and to thrive against current and potential future competition, we need to build on what we are already doing well: local community radio.

Locally produced, alternative programming that covers and responds to local developments and the larger global community is what sets us apart from the more generic offerings of other public radio stations, internet-only media, satellite radio and other media-streaming services.

The following goals were developed to help us achieve the vision outlined above. Each goal is further detailed below in Table 3 - Strategic Plan Goals & Objectives 2014-2018 with goals, objectives, assignment of responsibilities, implementation guidelines and targets for accomplishing the objectives. These objectives and goals are mutually supportive and interconnected. The order of objectives and goals does not imply prioritization: each is equally important and critical in the implementation of the Strategic Plan.

The ten major strategic objectives that are the focus of this plan are presented below in Table 2 - Major Strategic Goals.

Table 2 - Major Strategic Goals

<i>Major Strategic Goals</i>
Establish and confirm KGNU's position in the markets we serve (radio, media and geographical) and the alignment our services for these markets
Develop staffing model that supports the future growth, health and diversity of KGNU
Increase awareness of KGNU as “the” independent community radio station in Colorado
Increase membership across relevant demographics - including geography, socio-economic status, age and ethnicity
Increase listenership, reaching a larger pool of listeners
Nurture and grow the volunteer community providing more opportunities for skill development, personal growth, socializing and participation
Provide an online presence that is timely, relevant and reflective of the station's active environment
Establish diverse fundraising program
Provide professional development and training to KGNU Community
Maintain & upgrade equipment & libraries



Improve programming quality as measured by Program Committee criteria

Table 3 - Strategic Plan Goals & Objectives 2014-2018

Goal	Objective	Responsible
Establish and confirm KGNU's position in the markets we serve (radio, media and geographical) and the alignment our services for these markets		
	Validate Mission Statement alignment to current KGNU values. Ensure that it is relevant.	Board of Directors
	Better understand the target audience we serve so that we can effectively manage programming, communications and community support	Station Manager
	Establish goals for the Denver market to increase our impact and participation in this market	Station Manager, Denver Program Manager
	Develop consistent byline	Station Manager
	Ensure public access to and retention of KGNU Meeting Minutes and supporting documentation	Board of Directors
Develop staffing model that supports the future growth, health and diversity of KGNU		
	Design a strong organizational structure capable of supporting this Strategic Plan - 5-year period. Modify job descriptions as necessary.	Station Manager
	Create and staff a Development Director position	Station Manager
	Create and staff a Content Manager Position	Station Manager
Increase awareness of KGNU as "the" independent community radio station in Colorado		
	Implement a media plan to expand the awareness, reach and relevance of KGNU News and Music	News Director, Music Director
	Improve community relations	Staff, Board of Directors, Volunteers
	Increase cross promotion with other media by 100%	Station Manager, News Director, Music Director, Denver Program Manager
	Increase collaborations & partnerships by 25%	Station Manager, Development Director, Promotions Director, Denver Program Manager
	Provide timely external communication to listeners and stakeholders as measured by the	Station Manager



	number of interactions.	
Increase listenership, reaching a larger pool of listeners		
	Build loyal listeners to specific shows	Membership Director
	Provide programming that reflects more of the work being done by local (Front Range) organizations	News Director, Programming Committee
	Provide programming that reflects the interests of our local diverse listeners	Programming Committee
	Increase younger listenership by 10%	News Director, Music Director
	Increase number of regular listeners, defined as those who listen at least 4 days each week and frequency of listening.	Music Director, News Directors
Increase membership across relevant demographics - including geography, socio-economic status, age and ethnicity		
	Increase SOLR membership	Membership Director
	Increase number of members with current status by 10% (i.e., decrease number of lapsed members)	Membership Director
	Improve membership revenue	Membership Director
	Develop strategies to encourage more frequent giving	Membership Director
	Develop mission-driven membership messaging	Membership Director
	Target retention of 1st time members	Membership Director
	Increase number of members in Denver Metro by 20%	Membership Director
	Increase response rate of mailings by 5%	Membership Director
	Explore establishing membership levels/types	Membership Director
	Improve outreach program to reach a wider audience i.e. 30 people participating in these efforts.	Denver Program Manager
	Grow potential members in database by 10% annually	Membership Director
Nurture and grow the volunteer community providing more opportunities for skill development, personal growth, socializing and participation		
	Achieve a volunteer satisfaction rating of 90% or higher	Station Manager
	Develop a mentoring program for volunteers, achieving a 25% or higher participation rate	Volunteer Committee, Station Manager
	Achieve a volunteer retention rate of at least 65%	Volunteer Committee, Station Manager
Provide an online presence that is timely, relevant and reflective of the station's active environment		
	Increase online content and the frequency of	Staff, IT Committee

	updates to ensure daily updates at a minimum	
	Create a Content Management approach including guidelines	Staff, Station Manager
Establish diverse fundraising program		
	Develop a philanthropic culture and program within the KGNU Community by 2015	Development Director, Development Committee, Station Manager, Membership Director
	Develop a Fundraising Vision for the next 3-5 years	Development Director, Membership Director
	Recruit 5 new major individual donors annually	
	Increase donations & contributions from new businesses by \$3000 annually	Station Manager, Development Committee, Development Director, Membership Director
	Relaunch Capital Campaign to reduce capital debt by 40%	Station Manager
	Increase grant support by 20%	Development Director, Development Committee, Station Manager
Provide professional development and training to KGNU Community		
	Increase professional competency of staff through participation in annual development opportunities	Station Manager
	Have at least one intern or establish relationship with a service organization to bolster human resources pool	Station Manager
	Ensure 30% of volunteers participate in at least one training session each year	Volunteer Committee
Maintain & upgrade equipment & libraries		
	Improve access to content; live and archived	Content Manager, IT Committee
	Provide Digital Library for Boulder studio	Operations Manager, Music Director, IT Committee
	Upgrade KGNU's Digital studio infrastructure	Station Manager
	Investigate, assess and communicate options to Improve 88.5 in Longmont to Board of Directors	Operations Director, Engineering
	Continue to digitize existing archived programming	Music Director, News Director, IT Committee, Content Manager
	Improve on-line news archive	IT Committee, News



		Directors
	Upgrade Membership database	Operations Director
Improve programming quality as measured by Program Committee criteria		
	Provide more direction and leadership in terms of programming and on-air host presentation	Music Director, News Director
	Increase levels of coordinated music and news programming around specific events	Music Director, News Director
	Conduct a minimum of 2 remote broadcasts each quarter	Music Director, News Director

Managing The Plan

This Strategic Plan is a living document used to communicate the organizational goals of KGNU and the actions needed to achieve those goals. The Plan represents the priorities of KGNU at a given moment in time, specifying where energies and resources should be focused. It is an active resource for volunteers, stakeholders and staff to know where the organization is going and what actions are required to make progress.

The success of the Strategic Plan is dependent on ongoing management and tracking. We will ensure its success through a series of monitoring and reporting activities. The Board of Directors, supported by the Strategic Planning Committee, is responsible for the oversight of the activities outlined in the strategic plan. Working with the Station Manager, the Board of Directors will ensure that the plan remains relevant over time. It is the responsibility of the Board of Directors to determine if the volunteers and staff of KGNU are:

- Achieving our aims and objectives
- Showing progress towards our mission
- Meeting the needs of our stakeholders
- Using our resources efficiently and to the greatest effect

As time passes and the environment evolves at KGNU, the plan will need to be updated. Some Objectives and Goals may need to be revised or removed as a result of their completion or a change in the environment. This form of active monitoring allows for corrective actions to be implemented in a timely manner as well as providing an informed basis for decision making and planning.

Ongoing management of the Plan includes quarterly and annual monitoring activities. We will utilize a quarterly monitoring system to provide each responsible party the forum to discuss aspects of their activities, current context of work, external conditions and progress against objectives. This process also provides an important forum for volunteers and staff to share their work. Annual review meetings should precede the budgeting review and approval process to allow for adequate input and resource management planning.