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KGNU Vision, Mission and Organization

Vision Statement
The Boulder Community Broadcast Association, Inc. envisions an actively engaged global community rooted in mutual respect, working together to advance a more equitable, just, and environmentally sustainable society that ensures all peoples access to and participation in independent media.

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.

Station Identity
KGNU is owned by the Boulder Community Broadcast Association, Inc. an independent, listener-supported, noncommercial community radio station that broadcasts on two primary frequencies: at 88.5 FM and 1390 AM in Boulder and Denver. KGNU also maintains the following translators: 93.7 FM in Nederland, 98.7 FM in Fort Collins and 99.1 FM in Denver. The station’s combined signals reach most of Boulder County, and the Denver Metro and Fort Collins areas with a combined population of more than 2.5 million.

KGNU began broadcasting on May 22, 1978, at 88.5 FM. 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 reaching a much larger listening audience. KGNU added two new FM translators in Fort Collins and Denver in 2017. KGNU also reaches the global community by providing live streaming and downloadable podcasts made available on the internet at KGNU.org, News.KGNU.org and AfterFM.com.

KGNU is a Section 501(c)(3) nonprofit corporation wholly owned by the Boulder Community Broadcast Association, Inc. 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 and programmers and countless off-air volunteers, as well as unique national and international programming unavailable through other media sources. The programming is a combination of local, national and international productions. Local programming, which constitutes more than 80 percent of the content aired daily on KGNU, includes music, public affairs and other specialty programming, most of which is provided by more than 200 on-air volunteers. Local, national and international programming covers news, local public affairs, arts, science, culture and entertainment. KGNU also airs programs provided by the Pacifica Network, British Broadcasting Corporation (BBC), PRX and other independent producers.

KGNU broadcasts 24 hours a day, 7 days a week, and maintains two studio locations: one in Boulder at 4700 Walnut Street, and one in Denver at 700 Kalamath Street. The studios are connected via ISDN.
Developing the 2019 – 2023 Strategic Plan

Introduction
The 2019 – 2023 Strategic Plan builds upon the 2014 – 2018 plan which is described in detail in the History of the Strategic Plan section below.

The Big Picture
During the first half of 2018 the KGNU Strategic Planning Committee developed the document referred to as “The Big Picture.” The basis of this document was to ask the question, “Where does the Boulder Community Broadcast Association, Inc. (BCBA) dba KGNU, want to be in 5 years?” The answers to this question are distilled into these six strategic goals:

- To strongly support and exemplify the spirit of community, inclusiveness and safety in all aspects of KGNU’s culture and operations
- To have an organizational structure that is agile, efficient and supports BCBA growth
- Upgraded BCBA broadcast facilities
- To provide a vibrant multicultural community media center
- To have diverse and sustainable revenue models in place that predictably increase contributed and earned revenue
- Increase civic engagement and community impact

Note that all of these top-level goals describe where the organization wants to be and what we hope to achieve, not the action plan or the specific steps that would need to be taken to get there.

“The Big Picture” document diagrams the interdependencies of the various top-level goals to offer guidance on the order in which the various goals should be tackled. Additionally, each top-level goal is expanded into secondary goals that provide a more detailed description of what this top-level goal is all about and its possible implications. Finally, the secondary goals section includes Smart Goals, which are quantitative and qualitative targets intended to offer a measurable indication of progress toward top-level goals.

The “Big Picture” document was further refined and then presented to the Board of Directors at the October 2018 Board meeting. The Board voted unanimously to adopt this and include it in the KGNU Strategic Plan 2019-2023. It is inserted in the 2019 – 2023 Strategic Goals section below.
2019 – 2023 Strategic Goals

Where does Boulder Community Broadcast Association want to be in 5 years?

The Top 6 Strategic Goals

- To Strongly Support and Exemplify the Spirit of Community, Inclusiveness, and Safety in All Aspects of KGNU's Culture and Operations
- To Have an Organizational Structure that is Agile, Efficient and Supports BCBA Growth
- Upgraded BCBA Broadcast Facilities
- To Provide a Vibrant Multicultural Community Media Center
- To Have Diverse and Sustainable Revenue Models in Place that Predictably Increase Contributed and Earned Revenue
- Increased Civic Engagement and Community Impact

Interdependencies of the Strategic Goals
1. Having quarterly trainings on diversity, inclusiveness, and safety for board, staff, committee members, and all volunteers
2. Implementing effective and ongoing new board member, committee member, staff, and volunteer recruitment plans
3. Instituting semi-annual get-to-know-the-Board gatherings
4. Scheduling regular informal gatherings for fellow volunteers and staff to socialize with one another (including monthly brown bag gatherings & presentations)
5. Creating a more welcoming atmosphere in the Boulder and Denver KGNU facilities

1. Having an Organizational Structure that fosters and supports agile, creative and frictionless execution of the BCBA Vision, Mission, Goals, Policies and Growth Initiatives.
2. Having Policies, Guidelines and Statements of Governance in place that clearly define roles, responsibilities, standards of conduct and expectations of performance for everyone working within the BCBA organization, i.e. Staff, Volunteers, Committee Persons and Members of the Board
3. Having an Organizational Structure that makes it easy and inviting for members of the community to actively participate, collaborate and contribute.
4. Having internal Development and Training programs that increase skills, promote excellence and foster opportunity throughout all parts of the BCBA organization.

1. Digital upgrades to studios and broadcast equipment both in Boulder and Denver
   1a. Upgraded dynamic and high performing websites
   1b. Expanded digital delivery
      
   SG: Increase number of Podcast Programs by xx%
   SG: Increase number of Side-Channel Streams by xx%

1c. Having a mobile ‘studio/bus/culture center’ to support remote broadcasts and training programs in the field and community.

2. An improved FM footprint covering greater swaths of Denver and the front range
   
   SG: Increase number of neighborhoods with good FM signal by xx%
To Provide a Vibrant Multicultural Community Media Center

Suggested Owners:
Capital Campaign Manager #1 only
Capital Expansion Committee #2 thru #5

To Have Diverse and Sustainable Revenue Models That Increase Contributed and Earned Revenue

Suggested Owner: Staff and Board

1. $1.25 million will be raised as part of the ‘Capital Campaign’ to receive The City of Boulder matching grant
   SG: Increase $300k for each year starting in 2019 through 2022
2. Having Media Training Programs for volunteers and the public
3. Taking the current KGNU headquarters and expanding it by up to 6,000 square feet to create an environmentally sustainable Community Media Center fully equipped with state-of-the-art digital studios and training facilities.
   3a. Having a Media Library to house CD, vinyl, reel-to-reel and digital media in addition to a listening room accessible to all registered members and volunteers
   3b. Having a state-of-the-art audio training facility complete with computer lab to teach advanced audio, multimedia and media literacy courses
   3c. Having new space for the media center, performance space, co-working areas and community meeting spaces
4. Creating a performance venue/hall for local artists, debates, forums, talks and for local bands to host small concerts to raise their profile in the community
   4a. Having a gallery for art openings as well as a Community Resource Information area
5. Having an on-premises Café

1. A larger and more diverse membership base
   SG: Increase year over year membership by xx%
1a. A larger and more diverse listening audience
   SG: Increase year over year listenership by xx%
2. Increased revenue from Underwriting Sources (=10% of total budget)
   SG: Increase year over year number of Underwriters by xx%
2a. Having new Earned Revenue streams like tuition from Media Training Programs or Studio Rentals (=3% of total budget)
   SG: Increase year over year total Earned Revenue by xx%
1. Delivery of diverse well-balanced content of the highest quality, locally produced by community members and supplemented with nationally syndicated programs—relevant to the front range community.

2. More partnerships with community organizations, front range businesses and non-profits to increase civic engagement.

   SG: Increase current number of partnerships by xx%

3. Active inclusive community engagement tapping into BCBA resources and activities

   SG: Number of community members attending KGNU events increase by xx%

3a. Increased media educational opportunities open to the community

   SG: Number of community members attending KGNU educational training activities and programs increase by xx%

3b. Availability of tools and resources to amplify the voices of underrepresented and marginalized communities

3c. Robust Youth Training Programs and Leadership Mentoring

4. Improved structure for volunteer engagement and leadership formation

4a. A well-organized corps of diverse, well-trained volunteers

   SG: Number of volunteers whose skills/interests align with station-needs increase by xx%

   SG: Retention rate of volunteers whose skills/interests align with station-needs increase by xx%

5. Widespread community awareness of KGNU

   SG: From a sufficiently large and diverse sample of people, xx% have heard of KGNU

   SG: From a sufficiently large and diverse sample of people, xx% listen to KGNU

6. Robust BCBA support for a more media literate community

SG: Indicates a supporting Smart Goal

**Suggested Owner: TBD**
Managing the Plan

This Strategic Plan is a living document used to communicate where KGNU aspires to be in the coming years. It should be an active resource for volunteers, stakeholders and staff that clearly articulates where the organization is headed while providing guidance and context as to what actions might be required to make this happen.

The success of the Strategic Plan depends on ongoing management and tracking. When possible, the Strategic Planning Committee will baseline certain quantitative metrics and regularly monitor these via the collection and analysis of data where available. This will help us understand how we are progressing toward our goals. These quantitative metrics are what are referred to as Smart Goals (or “SG”) in the above 2019 – 2023 Strategic Goals section. The actual target values of these Smart Goals will be set annually by the Goal Owners with input from the Strategic Planning Committee. Attention will also be paid to indicators that are more qualitative in nature, looking at factors that aren’t easily captured in data but do provide important signals as to whether progress toward our goals is happening.

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 Strategic Planning Committee will ensure that the plan remains relevant over time. It is the responsibility of the Board of Directors to determine whether the volunteers and staff of KGNU are:

- Achieving KGNU’s objectives and goals
- Fulfilling KGNU’s vision and mission
- Meeting the needs of KGNU's key stakeholders
- Using KGNU’s resources efficiently and to the greatest effect

As time passes and the environment evolves at KGNU, the plan will continue to be updated. Some objectives and goals may need to be revised or removed from the plan 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 group with a forum for discussing aspects of their activities, current context of work, external conditions and progress against objectives. This process also provides a forum where volunteers and staff can share their work. Annual review meetings should precede the budget review and approval process to allow for adequate input and resource management planning.
History of the KGNU Strategic Plan

The 2014-2018 Strategic Plan, from which the 2019-2023 Strategic Plan evolved, was 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 KGNU’s vision and mission, defines station core values and maps a course forward by establishing goals for 2014 and beyond.

The objectives of the 2014-2018 plan were:
- To place KGNU in a strong programming and operational position as it moves into its 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 40-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, Roadmap to the Future, Strategies and an Implementation Timetable that identifies responsibility for overseeing implementation of each strategy. The Core Values and Roadmap statements are a narrative description of where KGNU seeks to move in the years ahead.
The Strategic Plan is an integrated framework used 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 the Managing the Plan section). In some instances, the Strategic Plan identifies the specific steps that KGNU will take, and 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, the community of listeners and supporters we serve, embrace the plan. The Board and Strategic Planning Committee supported the development of the Strategic Plan through a broad participatory process. The strategies are a result of the regular meetings of the Strategic Planning Committee, which included Board members, staff and volunteers who contributed a dynamic array of skills, knowledge and ideas. Implementation of the Strategic Plan integrates the varying and interrelated components of the organization and reflects the forward-looking vision, mission, energy and optimism that have defined KGNU’s 40-year history.

Core Values
KGNU's core values describe who we are, our culture and shape the character of the station. 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.

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 Strategic Planning Committee’s first efforts was to conduct an assessment of KGNU’s strengths, weaknesses, opportunities and threats. The SWOT analysis helped to identify common themes and values, which in turn helped the Strategic Planning Committee develop the objectives, goals, actions and targets contained in this Strategic Plan.

Core Values
The following Core Values were derived from a series of public meetings conducted by the Strategic Planning Committee at the Boulder and Denver studios preceding the development of the 2014-2018 Strategic Plan. 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.
Considering the Core Values and KGNU’s mission and vision, the Strategic Planning Committee crafted a roadmap for KGNU’s future. Providing the services and the variety of programming our listeners and community depend on and desire will require the dedication, support and involvement of thousands of people. Additionally, an evolving media landscape, technological advances and the strengthening of our chosen operating model must be addressed in the Strategic Plan’s secondary goals. Our comprehensive programming model, in which we offer news and music in a variety of formats, is a vital aspect of what makes KGNU unique, and as such should be retained.
The 2019-2023 Big Picture is intended to guide KGNU towards its goals to provide a diverse mix of music and news that connects with listeners, accessible via multiple delivery platforms. This offering will attract new listeners and volunteers to the KGNU community. Collectively, this continually invigorated group will help the station build its reputation in the community and achieve long-term financial stability.