



IT'S ABOUT TIME

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KONK

INK TOWN

KDNK is public access radio that connects community members to one another and the world. KDNK's public access mission means that the station strives to serve, reflect and belong to you — our community.

Founded in 1983, KDNK broadcasts from our welcoming studio at 76 S. 2nd Street in the heart of the Carbondale Creative District. Our signals reach over 100,000 people from Rifle to Leadville to Marble, in addition to a global internet audience. Over 100 volunteer DJs and hosts of all stripes independently program the majority of our schedule, and some have since the beginning. Dedicated and award-winning staff keep listeners informed of local and regional news, curate an extensive music library and support the creation of excellent local programming. KDNK carries NPR, Democracy Now! and other syndicated talk programs including Colorado Capitol Coverage, through a partnership with other Mountain West community radio stations, and beloved staples like eTown (of which KDNK was among the first stations to carry). KDNK's partner organization, the Andy Zanca Youth Empowerment Program, builds skills, passion and self-confidence by creating a presence for our youth on air through six hours of programming weekly. As a frequent collaborator to countless community organizations within the region, KDNK is known for hosting fun events and for promoting inclusive and informative dialogue among diverse groups of people.

am, listening, art

immigrant storytelling

PARTY.



WHO AM I



II. Introduction:

In August of 2018, the KDNK Board of Directors organized a day-long retreat to consider the strategic direction and future of the station. In the intervening years, extensive community, board and staff input has gone into forging a shared vision of what is so cherished about this organization, and how it can be strengthened and adapted for continued, resilient success.

That process, along with the unexpected trials of broadcasting through a pandemic, have rendered KDNK a stronger organization. Feedback consistently affirms that this humble radio station is a priceless gift and beacon of hope to listeners.

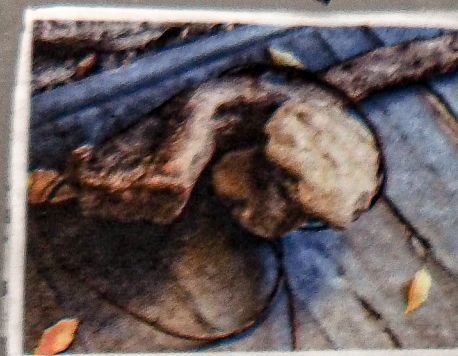
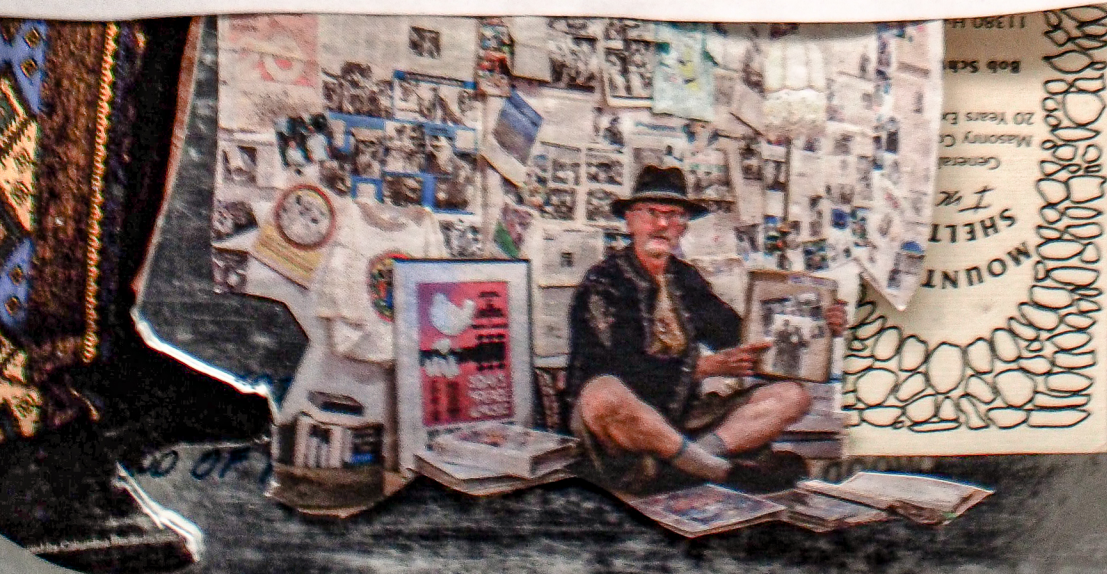
This document lays forth ideas crafted during a two-year process by our community for future reference and way-finding, to demonstrate the unquestionable value of this organization to prospective funders, and to establish long-term financial and organizational priorities going forward.

One result of the process was the creation of four core pillars that define the goals of our organization — what we strive to foster in the communities we serve: **Community, Creativity, Inclusion and Resilience**. Within each of our core pillars are a series of action categories to organize more specific initiatives. These categories are: **Programming, Relationships, Resources, and Character**.

Thanks to our community partners, indomitable volunteer base, dedicated listeners and tireless board members and staff (past and present) for their participation in this document's creation.



It's all of us —



III. Core Pillars and Action Categories

A. Community

KDNK is *community* radio. Our mission, "connecting community members with one another and the world," is at the root of everything that we do. Our focus on building and sustaining community transcends radio broadcasting to include online connections, concerts and events, non-profit and other strategic collaborations, educational opportunities and informal person-to-person fellowship.

1. Community: Programming

- Prioritize community access to radio airwaves and locally-relevant information
- Continue to deepen identity as a live-broadcasting entity, connecting community in realtime
- Continually evaluate programming via a diverse and representational Community Advisory Board, along with listener surveys, feedback via events and KDNK's open door policy
- Maintain a high-quality community calendar representing local happenings, big and small
- Improve and maintain our historical archive of stories and music, making these available to the broader community and, specifically, to gatherers and keepers of the area's history

2. Community: Relationships

Helping hands

- Attract and retain volunteers with an encouraging and supportive station culture
- Maintain democratic member engagement for major decisions
- Continue to center nonprofit relationships for creative, mutually-beneficial opportunities
- Motivate the board, staff, volunteers and listeners to grow our listenership and membership by advocating for the station
- Stay connected with members, near and far, through engagement opportunities, a compelling newsletter and other benefits like exclusive merchandise
- Have a consistent presence at events put on by partner organizations
- Deliver memorable and inspiring events of our own. Current marquee events include: the Halloween Party, Dandelion Day musical talent, Ladies Arm-Wrestling competition, Mr. Roaring Fork pageant, a disc golf tournament, KDNK's birthday party, Mountain Fair live broadcasting, the Labor of Love auction, member concerts at the station and Light the Night with Love.
- Mutually-beneficial relationships with local businesses through underwriting, sponsorship opportunities, in-kind trades and entertainment
- Enlist community talent in the form of budding freelance journalists and talk show hosts
- Remain actively involved in news collaborations through the Rocky Mountain Community Radio coalition, Solutions Journalism Network, the Colorado News Collaborative, Aspen Journalism, Aspen Daily News, The Sopris Sun and others.

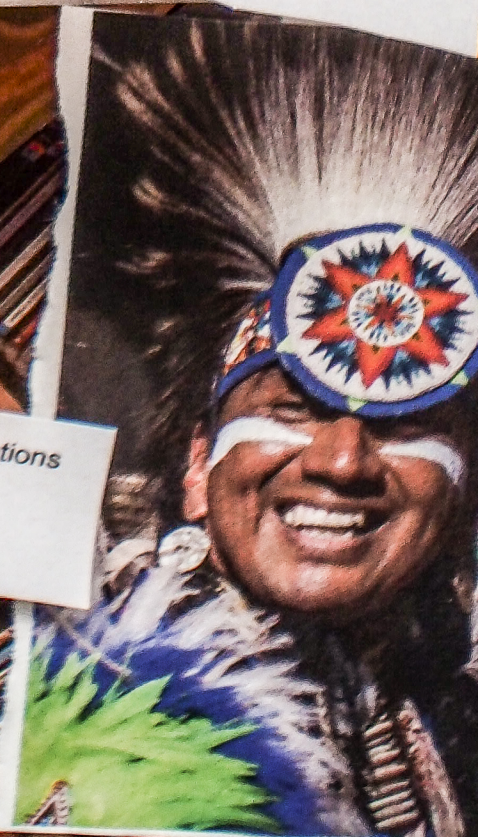


3. Community: Resources

- Use technology and data to connect with membership and measure community impact while safeguarding privacy
- Pioneer technologies, new and known, for a superior presence with our terrestrial signal and digital resources
- Further utilize the community room and outdoor spaces for education and entertainment
- Establish the station as a recording space for local and visiting talent
- Make use of volunteer talent by promoting diverse gifts and interests, creating a platform to develop skills with trust and responsibility

4. Community: Character

- Elevate and bring synergy to positive community projects and organizations
- Share stories and testimonials from our diverse history
- Make transparent to membership how donations and grants are spent
- Act as a forum for truth, mediation and community understanding



B. Creativity

KDNK is a hub for creativity, an exception to conformity in radio programming and a place where art can be pursued. We foster a culture that values diverse approaches to creativity and ingenuity, sonic innovation, valiant news-gathering and musical talent. Part of enabling creativity is maintaining excellence in our equipment, broadcast quality and technical training for volunteers and staff.


Much more than just flowers

1. Creativity: **Programming**

- *Remain committed to independence and creative freedom for DJs*
- *Encourage technical comfort on air for intentional creativity, but expect and support happy accidents*
- *Offer in-depth training and encourage peer-to-peer mentorship among DJs*
- *Maintain quality digital content and distribution — through the website, podcasts, email newsletter and social media*
- *Continue live mobile reporting — the live element of radio adds character and the ability to break news first, as exemplified by KDNK's coverage of local fires*
- *Enable the creation of totally original content — music, stories and sound-rich archives*

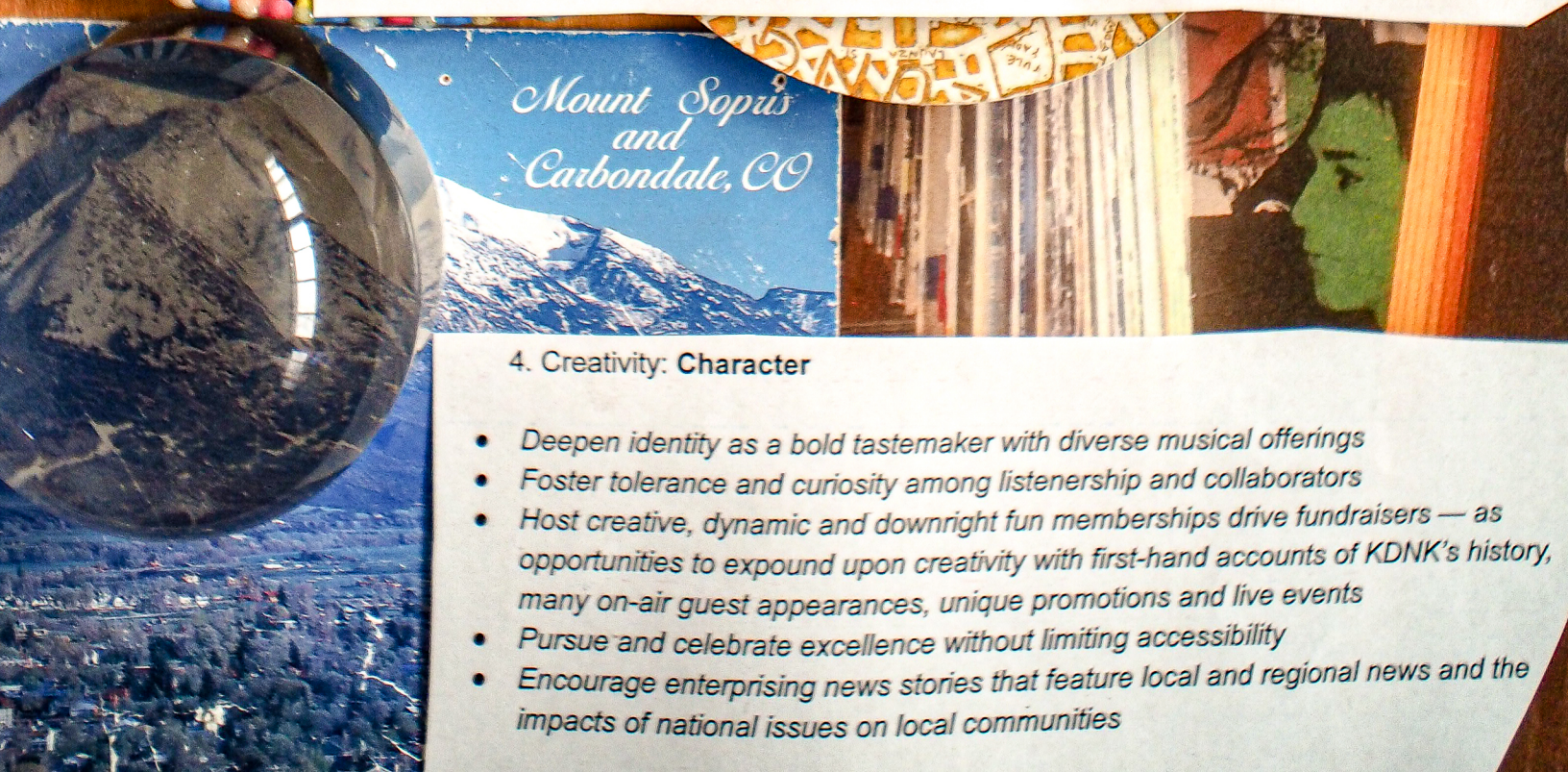
2. Creativity: **Relationships**

- *Continually align with key local organizations, including the Carbondale Creative District, Carbondale Arts, the Carbondale Clay Center, Steve's Guitars, The Arts Campus at Willits, Jazz Aspen, the Wheeler Opera House, the Tabor Opera House, the Ute Theater, Belly Up Aspen, Thunder River Theatre, Ballet Folklorico, the Aspen Art Museum, The Art Base, Bookcliffs Art Center, Glenwood Springs Council for the Arts and countless more*
- *Deepen promoter relationships to receive the best and brightest of global musical talent*
- *Support artists (and specifically musicians) locally, regionally and globally*
- *Host events that cross creative boundaries and cultural boundaries to act as a confluence of diverse influences*
- *Promote local artists through creative endeavors like tricked-out radio prizes, fresh logos, galleries, shows in our community space, etc.*



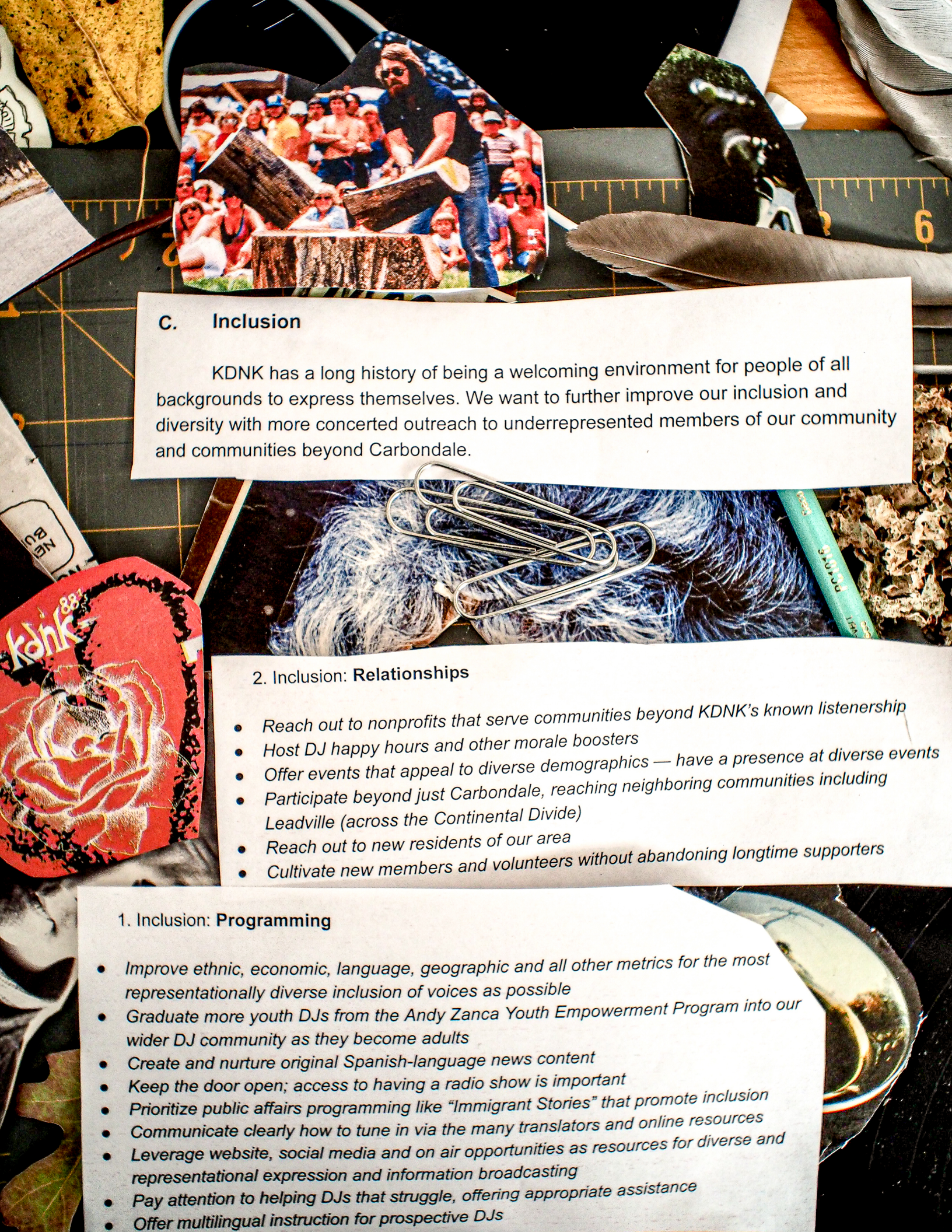
3. Creativity: Resources

- *Protect and improve our exceptional music library, culling and expanding for quality and diversity*
- *Improve remote, live broadcast capabilities through partnerships and technology*
- *Remain innovative with computer programs, studio upgrades, concert equipment, digital offerings, etc.*
- *Enhance training opportunities for DJs in production, mic breaks, news and public affairs hosting and other areas of interest*
- *Improve mentorship for DJs on technical aspects of programming by offering a 2.0 training on promo production, interviewing, live music performances, on-site musical library literacy and other areas of interest*
- *Activate building as a cultural hub for creativity, gathering, memory-making, debate, etc.*
- *Explore video capabilities and streaming opportunities, partnering with other local organizations already in the game, like Grassroots Community Network*
- *Make good use of production studio through equipment maintenance, training and awareness*
- *Make KDNK even more of a destination for touring musicians by offering stellar audio archives from their visiting performances*
- *Expand training for news team to hone equipment, production and news gathering skills*



4. Creativity: Character

- *Deepen identity as a bold tastemaker with diverse musical offerings*
- *Foster tolerance and curiosity among listenership and collaborators*
- *Host creative, dynamic and downright fun memberships drive fundraisers — as opportunities to expound upon creativity with first-hand accounts of KDNK's history, many on-air guest appearances, unique promotions and live events*
- *Pursue and celebrate excellence without limiting accessibility*
- *Encourage enterprising news stories that feature local and regional news and the impacts of national issues on local communities*



C. Inclusion

KDNK has a long history of being a welcoming environment for people of all backgrounds to express themselves. We want to further improve our inclusion and diversity with more concerted outreach to underrepresented members of our community and communities beyond Carbondale.

2. Inclusion: Relationships

- Reach out to nonprofits that serve communities beyond KDNK's known listenership
- Host DJ happy hours and other morale boosters
- Offer events that appeal to diverse demographics — have a presence at diverse events
- Participate beyond just Carbondale, reaching neighboring communities including Leadville (across the Continental Divide)
- Reach out to new residents of our area
- Cultivate new members and volunteers without abandoning longtime supporters

1. Inclusion: Programming

- Improve ethnic, economic, language, geographic and all other metrics for the most representationally diverse inclusion of voices as possible
- Graduate more youth DJs from the Andy Zanca Youth Empowerment Program into our wider DJ community as they become adults
- Create and nurture original Spanish-language news content
- Keep the door open; access to having a radio show is important
- Prioritize public affairs programming like "Immigrant Stories" that promote inclusion
- Communicate clearly how to tune in via the many translators and online resources
- Leverage website, social media and on air opportunities as resources for diverse and representational expression and information broadcasting
- Pay attention to helping DJs that struggle, offering appropriate assistance
- Offer multilingual instruction for prospective DJs



3. Inclusion: **Resources**

- Pursue grants for new programs and existing programming that is climbing in cost (NPR)
- Keep an eye on Eagle Valley and New Castle translator sites, it's presently patchy for KDNK reach to these areas of high potential listener interest
- Maintain a strong terrestrial signal for our areas of dedicated listener support
- Prioritize inclusion as an area for professional development
- Continually upgrade technologies that make KDNK accessible
- With the steadily increasing cost of living in our community, recompense and support staff at a level that retains their participation and contentedness

4. Inclusion: **Character**

- Introduce new listeners to the importance of community access
- Recognize musical and personality diversity as key to KDNK's identity
- Maintain the intangible "cool" factor, by creating a sense of belonging, forgiveness and love
- Deepen identity as a platform for local (and global) storytelling





D. Resilience

This pillar was established before the onset of the COVID-19 pandemic, but has proven especially relevant as KDNK offered a way to have “community at home” while offering unparalleled live wildfire and other emergency coverage along with much-needed connection. Now, more than ever, we believe that KDNK is an essential service to our community in times of need and otherwise.

1. Resilience: **Programming**

- *Maintain and expand the news staff for strong local coverage. Strengthen partnerships with public information officers and other sources of reliable information.*
- *Offer volunteer training to support news/event/emergency broadcasts*
- *Promote mental health and resilience as programming focuses*
- *Ensure factual information goes out over our airwaves*
- *Maintain KDNK's role as watchdog — providing robust coverage of local and regional government*



2. Resilience: **Relationships**

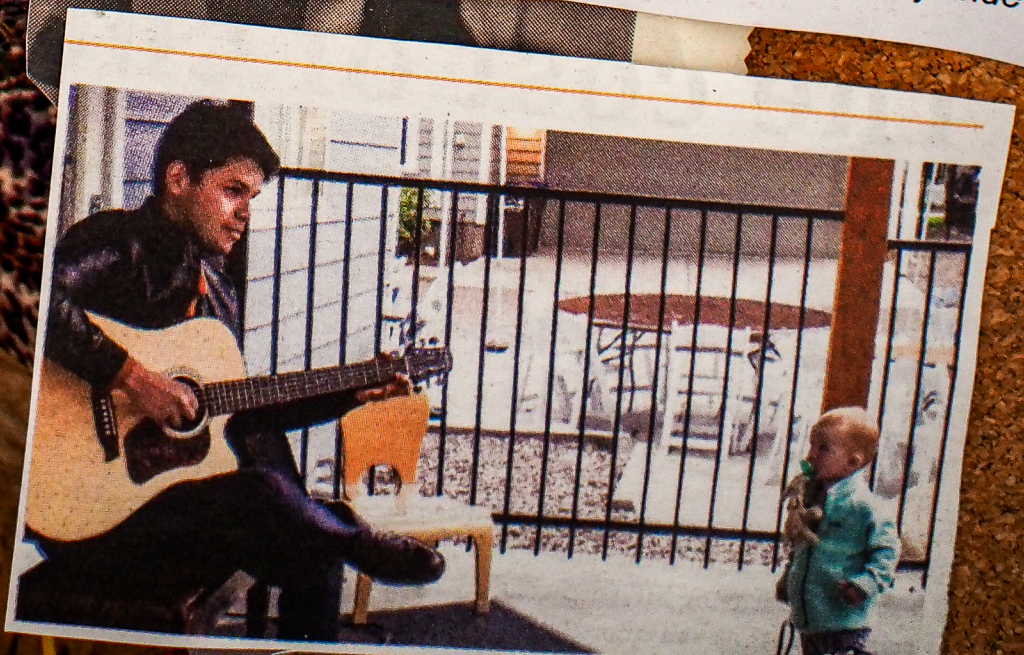
- *Serve as a leading partner to the Rocky Mountain Community Radio coalition in pursuing more collaborative grants that benefit the region*
- *Value underwriters as a cornerstone, offering packages that support their resilience as well*
- *Avoid burnout and retain staff by meeting needs, including housing and benefits*
- *Retain volunteers and DJs by valuing their efforts with appreciation events and support*
- *Prioritize KDNK as a messenger of peace and understanding among diverse interests*
- *Connect the news team with the community with specific news-oriented fundraising*

3. Resilience: **Resources**

- Offer employee benefits/compensation that reflect the expectations of the work and realities of the context in which KDNK operates
- Employ the building toward income generation, community activation and resilience opportunities. Once the mortgage is paid off, revisit installing solar power and generator grid backup among other prospects, like renovation and expansion
- Ensure a strong signal from Aspen to Rifle
- Improve emergency preparedness with back-up power and remote signal command
- Emergency preparedness training for volunteers and staff, protocols for emergency operation
- Partner for distribution of solar radios to membership

4. Resilience: **Character**

- Strengthen emergency preparedness, assisting communities in times of crises (practically, emotionally and spiritually)
- Operate across political divides, prioritizing community
- Prioritize station safety: prevent sexual/ other harassment and violence of any kind
- Foster a news department that tells stories of solutions and techniques for better resilience and adaptation
- Promote sustainable and regenerative practices internally and community-wide





Conclusion



KDNK has a proven track record of promoting and deepening community for our home communities and the encompassing region. As we approach our 40th year in operation, it is humbling to recognize those achievements and essential to remain focused on our mission. Our hope is that this document illuminates the ways in which KDNK has and intends to continue to enrich the lives of not only our volunteers and members, but the community at large. Potential donors are encouraged to join us in our mission, "connecting community members with one another and the world," by investing in a tried and true organization dedicated to its purpose.

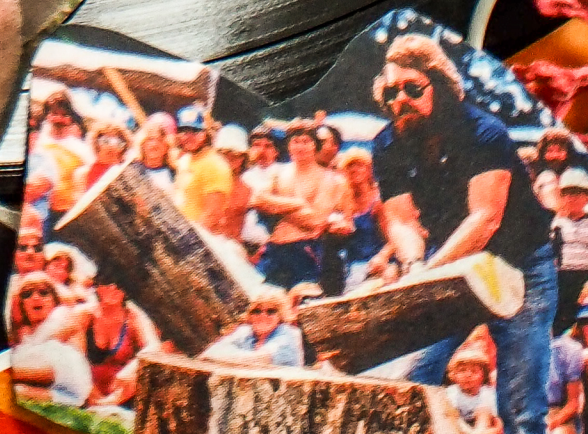
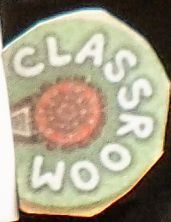




Strategic Plan 2021:

A rectangular graphic with a wood grain texture. The word "KONK" is written in large, bold, black letters. Below it, the word "radio" is written in a smaller, cursive font. The entire graphic is set against a background of orange and yellow wavy lines.

community radio
könk
IS YOURS

A small white rectangular sign with black text. The word "community" is in a small sans-serif font. The word "radio" is in a small sans-serif font. The word "könk" is in a large, bold, black font. Below it, the words "IS YOURS" are written in a smaller, bold, black font.

DRUCKS DING PARK O OASIS OS OPEN SPACE
carbondalearts.com • 2021 MOUNTAIN F

A small white rectangular sign with black text. The text is arranged in two lines. The first line contains the words "DRUCKS DING PARK", "O OASIS", and "OS OPEN SPACE". The second line contains the website "carbondalearts.com" and the text "2021 MOUNTAIN F".