

# KTNA Strategic Plan

Revised 11/18/11

## Core Purpose

Connecting community through radio and other public media

## Core Values

VALUE	WHAT THE VALUE MEANS
Local	Community, home-grown, locally-produced, local community access (to and from airwaves), local voice, local identity, authentic. Core area of Talkeetna, Y, Trapper Creek, plus expanded community of Willow and anyone else who shares the values/interests of the community.
Independent	Local community control Financial/infrastructure security
Alternative	Diverse, innovative, open-minded, non-commercial

## Long Term Strategic Direction

To become the universal medium for the local community to share information and entertainment, and to give voice to the community's unique identity, culture, and concerns.

## Long Term Strategies & Goals (10-year)

### COMMUNITY INVOLVEMENT

Get more people in the community actively involved as members and volunteers so that they feel invested in and connected to KTNA, and therefore listen more.

- Increase membership, board, and volunteer participation from Trapper Creek and other outlying areas. Increase emphasis on expanded listening area including Willow.
- Provide greater recognition and/or benefits for member and volunteer contributions.
- Hold special events designed to connect the community and KTNA.
- Identify segments of the community that are not presently engaged in KTNA and develop programs in which they would like to be involved ("programs" used broadly to mean not only on-air programming, but internships, special events).
- Continue to encourage an "Upper Susitna Valley" identity for the on-air presence and the station as a whole.

### PROGRAMMING

Develop a diversity of programming that supports the overall strategic vision.

- Fully support and enhance the basic programs that are most supported by listeners (news, announcements).
- Develop locally produced programs that could attract additional listeners.
- Screen distributed programs for their local relevance and contribution to the strategic vision.

### SUSTAINABILITY AND INDEPENDENCE

Maintain and enhance the independence of KTNA.

- Expand revenue from non-government sources.
- Continue to evaluate and maintain state-wide news options that are sustainable.
- Advocate for KTNA sustainability in the state-wide APRN structure and governance.

### TECHNOLOGY INNOVATION

Continually improve upon the technologies that allow us to reach our community/audience and expand opportunities for them to access information and listen to programming.

## **RELIABILITY**

Reliably stay on the air and have the most up-to-date information relevant to the local community so that everyone knows they can turn to the station if there's something they need to know.

- Develop a system for providing the most up-to-date emergency information.
- Provide up-to-date and consistent local, state, and national news and announcements.
- Minimize on-air technical difficulties and downtime.
- Develop an emergency response plan for volunteers and staff to keep station running during emergencies.
- Maintain and improve technology needs that allow KTNA to broadcast on-air and on-line in case of an emergency or power outage.

## **HUMAN RESOURCE INVESTMENT**

Invest in people (volunteers and staff) as the fundamental resource necessary for achieving the long-term strategic vision.

- Provide competitive salary, benefits, and training to obtain and retain the highest quality employees.
- Provide ongoing training for board members and volunteers.

## **3- 5 Year Priority Objectives**

### **NEWS AND LOCAL PROGRAMMING**

*These objectives support our long-term Programming Goal*

#### **Local News**

Develop a robust local news program building off of the positive steps taken in 2008. Develop a strategy for linking a suite of local resources:

- Su Valley voice as a consistent weekly program
- Reestablish the local news tip-line
- Look at an editor to both focus the local news coordination and develop the on-line content.
- Consider volunteers, additional part-time person, stringers to help cover key events on a regular basis, reach out to solicit community involvement, news tip line and online news

#### **Local Programming**

Insert specific 3-year goals

## **TECHNOLOGY INNOVATIONS**

***Develop multi-media tools for expanding KTNA's audience.*** Focus priority attention on developing/expanding web functionality in the next three years. Realize changes in behavior of the "radio" listening public and use of the internet as a tool and resource. Look for opportunities to stay relevant as the nature of radio changes.

***Expand opportunities for the community to listen to programming.*** Make use of the Internet to provide opportunities access programming outside of scheduled broadcast times. Integrate the internet/web-based sources of music and information into the overall programming, community service and entertainment. Develop a strategy for moving forward with this objective.

- Continue to dedicate resources on keeping fresh content online
- Develop options for user-generated content (via blogs, Facebook, picture of the day, etc.)
- Keep website updated

## **CORE COMMUNITY OUTREACH AND MEMBER DEVELOPMENT**

*(These objectives support our Community Involvement and Sustainability Goals)*

***Balancing the core community with extended listening areas.*** Continue to concentrate on the core local community and infrastructure. Concentrated targets identified within the core area over the next 3 years: youth, Trapper Creek, streaming

community. For Willow: build off of the “sisterhood” that has been established through the clinic, high school and Sunshine Transit. Radio can help to connect the dots of what is already there. Focus on “what connects us as a community” issues, voices, etc. ...

## **DEVELOPMENT**

*These objectives support our Independence and Sustainability Goal and our Human Resource Investment Goal)*

*(Note: This category could include priorities such as fundraising and special events)*

Look for new fundraising strategies to engage the community in the funding of KTNA through non-membership means.

### **Board Development**

*Need to add specific 3-5 year goals, including training*

### **Fundraising**

Re-energize Ad Hoc Board Fundraising committee to develop a strategy for fundraising. Grow station capacity to expand fundraising efforts. Look at all aspects of fundraising for innovations: underwriting, membership & special events and drives. Link with community outreach.

## **CAPACITY BUILDING**

*(These objectives support our Human Resource Investment and Community Involvement Goals)*

### ***Staff Development***

*Need to identify specific objectives for the next 3 years.*

### ***Volunteer training***

*Need to identify specific objectives for the next three years*

### **Engineering**

*These objectives support our Technology Innovations Goal*

***Develop an Emergency response plan***