KTNA STRATEGIC PLAN 2019 - 2022
Adopted by KTNA Board 10/8/19

STATION OVERVIEW:
Talkeetna Community Radio (KTNA 88.9fm) provides a broad base of educational, cultural, and informative programming to enrich and connect the community in the upper Susitna Valley. We meet that mission through radio, website (www.ktna.org), live streaming of our broadcast, social media, and soon, podcasting. The Susitna Valley is a rural area in south-central Alaska with several unincorporated communities. Approximately 4,500 full-time residents live within the broadcast radius, but the population swells substantially in the summer to support a vibrant tourist economy. KTNA’s reach is worldwide: currently over 270 people stream the broadcast online weekly, 3400 access the website each month, and 4300 follow KTNA on social media. KTNA presents a wide variety of programming twenty-four hours every day, drawing from National Public Radio, Alaska Public Radio Network, and other national and independent program distributors. Beyond national news and cultural programs, KTNA offers local news, educational and informative programming, music with local DJs, and emergency broadcast services. We have a dedicated corps of volunteers who produce local music shows and read newscasts fifteen times a week. KTNA celebrated 25 years on-air in 2018.

KTNA’s last strategic plan was finalized in late 2011. In the past eight years, community radio has morphed into community media, with various online platforms complementing radio broadcast and making KTNA’s content available to a wider audience. KTNA has also had to adjust its organizational structure with the continual decrease in its state grant over the last five years, to zero this year. These developments and the age of the last strategic plan led the board to write a new strategic plan in 2019.

MISSION: Why do we exist?
KTNA’s mission is to enrich and connect the communities of the Upper Susitna Valley through informational and cultural programming.

VALUES: What principles guide our decision making?
• Commitment to Community – elevating local voices and stories of the upper Susitna Valley to foster community identity and cohesion
• Independent - maintaining a locally-controlled media outlet to represent and inform the upper Susitna Valley
• Diversity – providing a forum for diverse, innovative, and open-minded exchanges of information and ideas that enrich people’s lives
• Integrity - demonstrating honesty, trust, authenticity, and transparency in all interactions
PURPOSE: Why do we do what we do?  
KTNÁ’s purpose is to inform, enrich, and connect our community on-air, online, and face-to-face.

VISION: How will our world be different as a result of our work? What does success look like? Conversely, what would be lost if KTNA went away?  
KTNÁ will be at the heart of the community by giving voice to the community’s unique identity, culture, and concerns, and being a trusted source for news and information essential to the civic fabric of our community.

STRATEGIC FOCUS: Where are we headed now?  
In the next 2 to 3 years, KTNÁ will tell community stories that engage current and new listeners and will enhance emergency preparedness. With greater local support from donors and businesses and with a skilled staff and a knowledgeable and representative board, we will remain the most reliable local source of information.

POSITIONING STATEMENT: What need do only we fill?  
For people who call the Susitna Valley home, even for a weekend, KTNÁ is the only media organization that provides local voice and perspective because our staff and volunteers live in and care about the communities we serve.

GOALS FOR 2019 – 2022  
The Circle of Engagement is an organizing schema that the National Federation of Community Broadcasters uses to help stations lead organizational change. This plan uses NFCB’s Circle of Engagement as the framework for identifying KTNÁ’s goals and objectives in the next two to three years – addressing content, engagement, revenue, and organizational capacity.

- Content: Great content drives engagement
- Engagement: Community engagement drives revenue development
- Revenue: Increased revenue allows greater innovation and creativity in content
- Organizational Capacity: Content, engagement, and revenue depend upon robust organizational capacity, which sustains progress over time.

Goals are the specific outcomes that we are trying to achieve, and objectives are the steps to achieve the goal.
CONTENT

What is important about the experience of listening and interacting with KTNA?

1) In 2019-20, KTNA will develop a storytelling program/podcast, The Blue Tarp, that tells local stories that connect people to the community, fostering discovery of this area and sense of belonging.
   - Develop a program action plan through participation in the Community Counts Initiative of National Federation of Community Broadcasters
   - Establish editorial board to guide decisions about program direction and production
   - Develop interview questions and train community members to conduct interviews
   - Seek sponsors for program and podcast
   - Launch on-air season with live event

2) In 2020-21 KTNA will expand its abilities as a trustworthy and credible source of news and information by recruiting and training community members.
   - Develop specific procedures during emergencies for staff and volunteer response on-air (see also Emergency Response Plan under Organizational Capacity)
   - Identify a team approach of staff and volunteers to support and sustain Su Valley Voice or a similar public affairs program
   - Expand capacity for reporting local news by recruiting and training freelance reporters with specific beats (e.g. communities, education, economy) to cover
   - Develop relationship with high school staff to identify and train student interns to be freelance reporters

ENGAGEMENT

How can we hold our place in the community and matter more to more people?

1) In 2019 – 22 KTNA will provide a forum for local people to display their talents, creativity, and knowledge.
   - Host live events that engage the community in the programs we offer (e.g. Game Show, Storytelling)
   - Recruit and train volunteers to produce music and information programs
   - Make better use of limited studio space and ensure on-air reliability by replacing the 15-year-old audio consoles in studios with up-to-date console systems and installing semi-custom furniture, LED lighting, and shelving for album storage.
   - Develop a mobile app for streaming, sharing news, and emergency notifications
2) In 2019 – 22 KTNA will become more a part of our community’s social life to nourish existing and potential relationships with year-round and seasonal community members.
   - Develop communications plan that includes guidelines and policies and procedures for how to use broadcast, website, social media, annual report, newsletters, and email to promote KTNA
   - Host or participate in at least one existing community event quarterly with an outreach booth (e.g. KTNA Game Show, KTNA Annual Celebration, Volunteer Appreciation BBQ, Talkeetna Fly-In, Live @ 5, Trapper Creek Fireweed Festival, Senior Lunch, Talkeetna Library Lunch on the Lawn).
   - Outreach to seasonal residents and visitors at restaurants and lodging, beginning with those establishments that support KTNA as members, underwriters, or sponsors

3) In 2019 – 22 KTNA will produce an annual PSA campaign for another local non-profit.
   - Select the non-profit each fall at annual staff retreat
   - Seek financial support from Talkeetna Bachelor Society

**REVENUE**

*How can we best provide resources that sustain KTNA?*

1) In 2020 - 21 KTNA will develop major giving and planned giving programs to provide funds for specific projects and greater long-term financial sustainability.
   - Develop case for support
   - Develop strategy for cultivating and stewarding major donors
   - Develop planned giving policy on gifts to accept.
   - Consult with other non-profits (JSCF) and seek financial and legal expertise for planned giving
   - Printed and web materials to promote/explain planned giving

2) In 2019 – 21, KTNA will invest staff time to increase revenue from business support from underwriting and program sponsorship.
   - Place a moratorium on on-air auctions to free up staff time to focus on this
   - Audit current underwriting and assess opportunities for greater support from businesses operating
   - Develop compatible rates for underwriting, website advertisements, stream sponsors, and podcast sponsors
   - Develop information sheets for underwriting, web ads, stream and podcast sponsors, and packages
   - Explore revenue streams possible with podcasts
ORGANIZATIONAL CAPACITY

What are the most important structures that KTNA needs to be a strong organization/to sustain?

1) In 2020-21 KTNA will develop an Emergency Response Plan that outlines procedures for how the station operates during emergencies and natural disasters from the station and/or remotely.
   - Develop plan based on KTNA experience and plans at other stations
   - Integrate CERT and Borough emergency services into plan
   - Train staff and volunteers on how to operate emergency broadcast trailer
   - Seek grants to support equipment and app development
   - Investigate other possible options to communicate during emergencies (for example, NPR’s MetaPub, text messages)

2) KTNA staff will be engaged and invested in their positions because they support KTNA’s mission, feel empowered to help achieve that mission, and are adequately compensated financially and otherwise for their efforts.
   - Identify training that will benefit each staff person’s position and KTNA-related interests and include budget item to support training
   - Annual staff retreat to plan for the year ahead and select non-profit for PSA campaign
   - Invest in technology that will enable staff to be more efficient and effective (e.g. membership database, Spinitron)

3) By 2022 the KTNA Board of Directors will strive to reflect the diversity of the Susitna Valley (e.g. age, town, socioeconomic) and have broad skills and knowledge in fundraising, organizational management, and community life.
   - Develop matrix for ideal board composition and recruit new board members to approach that ideal
   - Provide annual training to deepen board members’ skills in governance, financial oversight, fundraising, and community radio
   - Develop menu of fundraising activities for board members so that all can support the station in ways that they are able and comfortable
   - Provide opportunities for board to understand day-to-day station operations (e.g. transmitter site tour, sit in with DJ, help staff, etc.)