



Strategic Plan 2024-2029



Strategic Plan Development

Golden Valley Community Broadcasters, based in Chico, California and doing business as KZFR FM 90.1, began work on revising the station's Strategic Plan in January of 2023. An ad hoc committee worked over the next 14 months with the station's staff, board, programmers, listeners, donors, underwriters, and former board members to understand each group's perceptions of KZFR's strengths and opportunities for growth as the station entered its 34th year of operation. KZFR also engaged the Public Media Company to help provide insight into the organization, including historical performance and local impact. All information elicited was used to identify changes that the station's stakeholders felt were needed to realize KZFR's mission and ensure its future success. *(A graphic of the process used to develop the Strategic Plan is attached as Appendix A.)*

This document is intended to describe the focus areas within which the KZFR staff, board members, and volunteers will work to improve the station over the next five years.



The focus areas of the KZFR Strategic Plan are aligned with the National Federation of Community Broadcasters' Circle of Engagement, shown to the left.

KZFR's Focus Areas for 2024 through 2029:

- Financial Stability (Revenue)
- Programmer Development & Recruitment (Engagement)
- Online Presence (Engagement)
- Community Driven Content (Content)
- Personnel Development & Recruitment (Organizational Capacity)

PEOPLE POWERED RADIO

KZFR 90.1FM is a community radio station licensed by the Federal Communications Commission as a “non-commercial educational” station. KZFR is a registered 501(c)(3) California Nonprofit Public Benefit Corporation producing local content for the public airwaves. We are guided by a dedicated volunteer Board of Directors who supervise/advise a General Manager and paid staff.



We’re dedicated to providing information to our community and promoting diverse local music. Our programming and partnerships seek to reflect the needs of the Northern Sacramento Valley, the Foothills, and Beyond. Most programming is produced by members of our community and is community oriented. Programming produced outside our community provides information on issues affecting the region.



KZFR operates with the support of approximately 120 community volunteers who provide a wide variety of music programming as well as local public affairs and information programs. These volunteers also assist staff with fundraising, outreach, and events for the northern Sacramento Valley and beyond. Agreement with the principles and goals of KZFR is the sole criterion for participation. Together we are KZFR The Mighty Zephyr!

MISSION STATEMENT

It is the Mission of KZFR to enlighten, entertain, inform, and educate our listeners in support of community. In order to do this, we will:

- Train members of the community in best broadcasting practices and the use of the radio medium
- Provide alternative news and information
- Promote the expression of ideas without close creative control or commercial consideration
- Maintain an organization that reflects the diversity of interests in the station’s broadcast area
- Develop working relationships with other community organizations
- Cultivate a respectful and collaborative working environment
- Develop adequate financial support from the listeners we serve



Within the five-year timeframe of July 2024 through June 2029, KZFR’s staff, board, committee members, and volunteers will focus on these five areas, with goals that build on the station’s strengths and refine existing practice.

SECURE FINANCIAL STABILITY

To fulfill its mission and vision, KZFR desires to establish multiple sources of revenue to support current programming and outreach, and support the innovation needed to keep the station viable in the future.

Goal 1:

**DEVELOP
A DONOR
STEWARDSHIP
PROGRAM**

Desired Outcome:

By June 2029, KZFR will have in place an effective donor stewardship program to support the financial stability of the station. To accomplish this goal, we will correct discrepancies in our donor relationship management software, research and categorize our donors to understand patterns of gift giving, establish an estate giving plan, identify major gift donors, and increase the number of monthly donors.

Goal 2:

**INCREASE NUMBER
OF DONORS AND
OPPORTUNITIES TO
GIVE**

Desired Outcome:

By June 2029, KZFR will have increased its number of donors and will have identified new opportunities for gift giving. To accomplish this goal, using a June 2023 baseline, we will conduct research into diverse methods of mobile or app-based payments to support our listeners; research ways to attract new listeners to the station, including through “Telling KZFR’s Story”; explore new opportunities for fundraising; and identify and improve the station’s on-air funding options.

Goal 3:

**ESTABLISH AND
MONITOR TARGETS
TO INCREASE
REVENUE**

Desired Outcome:

By June 2029, KZFR will have increased its net revenue by 50% from the baseline year of 2023. To accomplish this goal, we will research net revenue streams by type over time and set annual targets for each type. The board will be provided with a quarterly report of net revenue streams by type and will identify areas in which improvement is needed. The GM and Fundraising Committee will adjust actions as needed to reach the targets.



Goal 4:

**IMPROVE MAJOR
FUNDRAISING
EVENTS**

Desired Outcome:

By June 2029, keeping in mind that events beneficial to the station are not always financially beneficial, KZFR will have improved the revenue realized from its events. To accomplish this goal, we will evaluate direct costs and the number of staff and volunteer hours expended for each fundraising event, and use those data to identify the events most beneficial to the station.

Goal 5:

**INCREASE
REVENUE FROM
GRANTS**

Desired Outcome:

By June 2029, KZFR will have identified and secured a wider array of grants to support the station. To accomplish this goal, we will research local, regional, and national funders that provide opportunities for capacity building, organizational development, and local programming, including news.

PROGRAMMER DEVELOPMENT & RECRUITMENT

KZFR's music and public affairs programming volunteers are truly dedicated, eclectic, knowledgeable, skilled, informative, highly engaging, and valued by KZFR's donors and listeners. However, this valued base of volunteers is aging, and the nature of our community differs from when KZFR was founded. To continue to fulfill its mission and vision, KZFR needs to expand its base of programming volunteers, and ensure that its programs represent the diversity of the community it serves.

Goal 1:

RECRUIT NEW PROGRAMMERS

Desired Outcome:

By June 2029, KZFR will have identified and trained new programmers to replace retiring volunteers, and will have grown the programmer base to more closely align with the community served. To accomplish this goal, we will identify non-profit and community organizations and student groups, create partnerships with these organizations to find and train new programmers, and find time slots in the programming schedule to support their new programs.

Goal 2:

IMPLEMENT TIME SLOT SHARING

Desired Outcome:

By June 2029, KZFR will have modified the existing programming schedule to accommodate more sharing of existing time slots between and among programmers. To accomplish this goal, we will identify those programmers who are interested in sharing their time slots, pair those interested with new programmers, and update KZFR's policies accordingly.

Goal 3:

EVALUATE PROGRAMMERS

Desired Outcome:

By June 2029, KZFR will have refined its method of programmer evaluation. To accomplish this goal, we will use the Program Committee's evaluation criteria to evaluate programs. If needed, programmers with challenges will be offered opportunities to improve and keep their program time slots.

MAXIMIZE ONLINE PRESENCE

KZFR desires to fully embrace multiple types of new media to engage listeners, for the purpose of growing the station’s base of younger listeners and expanding digital ways to listen. To that end, we propose to begin by improving the existing website and mobile application, and by establishing a Technology Advisory Committee.

Goal 1:

**REDESIGN
WEBSITE**

Desired Outcome:

By June 2029, the KZFR website, or its equivalent, will be a model of current technology used to attract and retain listeners. To accomplish this goal, we will work with listeners to identify the site’s purpose and desired user experience; engage website developers to redesign the user interface/experience, identify necessary resources, and identify development timelines; hire developers to create the new website; establish evaluation metrics; and develop a framework to evaluate the site’s efficacy on an ongoing and regular basis.

Goal 2:

**IMPROVE
MOBILE
APPLICATION**

Desired Outcome:

By June 2029, the KZFR mobile application, or its equivalent, will be a model of current technology used to attract and retain listeners. To accomplish this goal, we will work with listeners to identify the mobile application’s purpose and desired user experience; engage developers to redesign the application, identify necessary resources, and identify development timelines; hire developers to create the new application; establish evaluation metrics; and develop a framework to evaluate the application’s efficacy on an ongoing and regular basis.

Goal 3:

**IMPROVE
EVALUATION
/ADOPTION OF
EMERGING
TECHNOLOGY**

Desired Outcome:

By June 2029, KZFR will be regularly evaluating emerging and currently available media technologies, and adopting those that are the best fit for the station’s needs and goals. To accomplish this goal, we will establish a Technology Advisory Committee that meets regularly to evaluate technologies and report to the BOD in September and March of each fiscal year.

COMMUNITY-DRIVEN CONTENT

To fulfill its mission and vision, KZFR needs to better reflect the diversity of interests in the community and to provide more opportunities for them to learn from and about each other. To that end, we propose to more robustly cultivate partnerships with existing and emerging community service non-profit organizations, and to produce more local news.

Goal 1:

**DEVELOP
COMMUNITY
NON-PROFIT
BROADCAST
SEGMENTS**

Desired Outcome:

By June 2029, KZFR will regularly broadcast prerecorded segments created by local non-profits. To accomplish this goal, we will research and develop a Memorandum of Understanding (MOU) for this purpose, identify and meet with interested non-profits, identify availability on the schedule for these segments, and provide assistance as needed as the segments are recorded and broadcast.

Goal 2:

**PROVIDE LOCAL
NEWS BROADCASTS**

Desired Outcome:

By June 2029, KZFR will broadcast original local news programming each Monday through Friday. To accomplish this goal, the Board of Directors will appoint a News Committee to develop a plan and budget, identify the skills needed within a News Department to produce the programming, work with the Program Committee to identify time slots, and work with the Fundraising Committee to identify and secure funding.

Goal 3:

**SHOWCASE LIVE
LOCAL MUSIC**

Desired Outcome:

By June 2029, KZFR will broadcast live music that has been recorded at local venues on a regular basis. To accomplish this goal, we will research and develop an MOU for this purpose, explore available half hour time slots, identify and meet with local venues and community groups, identify needed equipment and possible funding, and evaluate each live event for program viability.

PERSONNEL DEVELOPMENT & RECRUITMENT

To grow KZFR’s organizational capacity and diversity, the station needs to continue to grow the capacity of its staff, contractors, and interns.

Goal 1:

**ESTABLISH
INTERNSHIPS**

Desired Outcome:

By June 2029, KZFR will benefit from established relationships with local educational institutions (e.g., CSUC Communications Department; CSUC Music, Theatre and Dance Department; KCSC; and Butte College Journalism Department) to build communication skills in young people and provide KZFR with temporary staff. To accomplish this goal, we will identify and meet with potential partners, agree on internship positions that are beneficial to both parties, establish a Memorandum of Understanding for those positions that includes internship compensation (e.g., academic credit, stipend) if needed, identify and train interns, identify time slots for these internships, provide assistance and supervision to the interns, and evaluate the internship program annually.

Goal 2:

**ADD NEW STAFF
/CONTRACTORS**

Desired Outcome:

By June 2029, KZFR will have in place all necessary staffing and contracting to support the station. To accomplish this goal, we will develop an organizational chart to reflect the current organization as well as desired positions and reporting lines, develop job descriptions for additional positions in order of benefit to the station, and identify and secure funding for the approved positions.

Goal 3:

**PROMOTE
DIVERSITY OF
STAFF/BOD
/PROGRAMMERS
/PROGRAM
COMMITTEE/CAB**

Desired Outcome:

By June 2029, KZFR will have increased the diversity of its staff, Board of Directors, and volunteers to represent the diversity of the community it serves. To accomplish this goal, we will identify community groups not already represented within KZFR and will make every effort to engage representatives from those communities. In addition, KZFR will provide annual diversity training for the staff, BOD, Program Committee, and CAB.