

KDHX STRATEGIC PLAN SUMMARY (2021-2024)

The past decade at KDHX can be characterized by tremendous transition, growth, and obstacles. It is at this critical moment that Gladiator Consulting was engaged to lead a strategic planning process. At the center of the process is the question, “How must KDHX boldly adapt and grow in order to advance its important mission-to build community through media?”

A fundamental part of the strategic planning process has been to engage with those who know KDHX best. Over a six month time period, staff, donors, funders, volunteers and other

KDHX community members have weighed in to share their hopes, dreams, and expectations for KDHX. As a result of nearly three months of engagement with a cross-cutting array of stakeholders, several themes emerged within the categories of volunteer and community engagement, communication, diversity, equity, and inclusion, and resource development. Above all, stakeholders shared a deep and joyful love for independent music and for the station. They indicated that they want more of just about everything the station offers.

The four themes that emerged from this stakeholder engagement process:

Volunteer & Community Engagement
Communication

Fundraising
Diversity, Equity & Inclusion

Based on the themes identified, KDHX has developed the following 3 strategic priorities:

1. ENGAGE COMMUNITY & EXPAND AUDIENCE

By 2024, KDHX has shown an increase in listenership, which will be achieved by strengthening its dynamic programming, and deepening external connections to better serve and engage the full diversity of the St. Louis community.

1.1: Develop community engagement framework aimed at increasing KDHX visibility and interaction with the broader St. Louis community, including goals for engaging diverse populations and a calendar of annual community events in which KDHX should have a presence as a vendor or sponsor

1.2: Maintain a robust volunteer structure and develop an accountability mechanism

1.3: ED and other leadership team members author a regular blog post to highlight station priorities, developments, and other timely issues that contextualize the role of the station in the St. Louis community

1.4: Fund, budget, and hire an Engagement Officer as well as a Community Coordinator to build out the engagement department, implement community engagement framework, and recruit volunteers.

1.5: Fund, budget, and hire an Education Coordinator to evaluate all KDHX educational programming and training and expand offerings to diversify revenue streams

1.6: Launch educational programming committee to develop and implement a plan for evaluation of all educational programming with recommendations for streamlining and/or growth

2. BUILD ANTI-RACIST CAPACITY

As part of an explicit commitment to anti-racism, by 2024, KDHX will identify systemic barriers to racial equity in its industry, in St. Louis, and within KDHX; will institute policy changes and cultural shifts to overcome those barriers; and will serve as a catalyst for accelerating action toward a racially equitable St. Louis.

2.1: Enroll staff and Board in CrossRoads Anti-Bias, Anti-Racism (ABAR) training

2.2: Create an organization-wide anti-racism charter (statement) and goals

2.3: Develop a clear action plan for addressing systemic racism and investing in systemic change

2.4: Develop a plan for enhancing Board, staff, and volunteer diversity.

2.5: Update hiring protocols/processes to ensure diverse candidate pools and questions to assess cultural competency and biases of incoming staff members and volunteers

2.6: Complete top-to-bottom review of all Board and organization policies and procedures to check for cultural biases and make recommendations to address and change

2.7: Develop and implement annual DEI training for all active KDHX volunteers

3. INCREASE FINANCIAL STEWARDSHIP & MANAGEMENT

By 2024, KDHX will increase fundraising by 15% by diversifying fundraising streams and implementing sector best practices for stewardship and financial management.

3.1: Adopt Fund Development Standard Operating Process & Procedures

3.2: Adapt resource development activities to reflect Community Centric Fundraising (CCF) practices

3.3: Engage Fund Development Committee

3.4: Board Development and Training

In implementing this plan over the next three years, KDHX will commit to an annual action plan that will allow for:

1. Transparency with the public,
2. Accountability mechanisms with stakeholders, and
3. Tracking actions to desired outcomes.

Both the St. Louis community and KDHX are at a crossroads in the struggle for racial equity. KDHX must grow and change. As an organization with a mission to build community, KDHX has an opportunity to lead as our region's residents continue to voice their experiences, dreams and hopes for a more equitable future in which everyone can thrive.