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# 2013-2015 Strategic Plan

## KKFI 90.1 FM



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Paradigm Shift Studio  
2013-2015 Strategic Plan  
March 2013



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## Executive Summary

### History: The Quest for Community Radio in Kansas City

*Steve Peters recalled KKFI 90.1 FM's early history just a few days before he passed away February 20, 2013. It is a fitting tribute to one of KKFI's founding members and folk music programmers that he devoted his last days to sharing the music he loved and working with KKFI staff and volunteers. This history was recorded in a conversation with Valerie Andruss, "Foolkiller Folk" programmer, and Kathy Peters, his wife and KKFI board president.*

In 1977 local media activists agreed that "there should be community radio in Kansas City." Early organizers of the community radio station concept maintained a strong relationship with members of the Foolkiller, a cultural and music arts organization, for which the long-time KKFI "Foolkiller Folk" radio show was eventually named. Foolkiller facilitated classes for Communiversity, a non-traditional commons of grassroots educators, artists and activists. The Foolkiller organization had their own section in the class catalog, which led KKFI founders to ask David Dye, a Foolkiller representative, if the radio activists could have the initial meeting at the Foolkiller building, then located on 31st street.

Steve Peters was present at the first meeting to develop a radio station -- "that was the beginning," he said. "It seemed vapid and difficult to define as far as I was concerned and a project that was likely to stumble, and so I didn't go to meeting number two to watch the tragedy of the stumble, which did not occur, by the way. In fact, there were a number of people that carried the dream forward and worked and worked and worked for 10 years -- 10 YEARS" to bring the station on-air.

### **What's the Frequency?**

"Little by little forms were filled out, grants applied for, leads pursued, frequencies sought, which was as difficult a problem then as it would be now to find a slot available in the FM frequency band."

Organizers formed a non-profit, 501(c)3 organization called Mid-Coast Radio Project, which eventually led to KKFI.

"Kathy and I talked to a person just in the last couple weeks who was at [William Jewell College] at that time, and they had a 90.1 broadcast frequency assigned to the college for campus radio station. And there was a lack of interest to support it. The college was kind enough to vacate the frequency so that KKFI would have a beginning at 90.1 FM, and little by little the pieces got put together."

### **BINGO was the name for fundraising**

The grant to purchase transmitting and broadcast equipment was a matching grant from the Federal government. The amount was "just an untouchable amount of money that was required. I can't remember - it was like \$80,000. There was no one with that kind of net worth in the entire organization. We were all kind of dreamers." Steve remembered how bingo games were important to KKFI in the early days because founding members used that source as the main fundraising channel.

## Executive Summary

Missouri bingo parlors were staffed by non-profit organizations, which allowed groups to receive a small portion of the proceeds, normally around \$2000 each week. The income from the bingo games slowly accrued, allowing organizers to commit the funds to the matching grant.

### **“And finally they did it!” - Radio Production in a Basement; Broadcast to the Community**

The station originally broadcast music and public affairs shows by pre-recording the programs in the basement of founding member Tom Crane’s Midtown home and transporting tapes to the radio tower location. “That was the original broadcasting point, in fact, they weren't broadcasting from Tom Crane’s basement; that was where the shows went on tape. This was after the transmitter was built in February 1988, roughly 10 years after the first meeting at the old Foolkiller.”

KKFI 90.1 FM first went on the air on February 28, 1988 with 18 hours of programming, featuring Gospel, Jazz, Blues, Folk, public affairs, Pacifica news, R&B, Latino, Women’s and International music. The community radio outlet with 100,000 watts of power broadcast to an 80-mile listening range around Kansas City. The dream came alive on this day.

### Planning Process

The Strategic Plan emerges from the 2012-2013 planning process involving KKFI board members, community partners, key stakeholders, programmers, funders and staff. The process involved three major components: Snapshot for Success Organizational Assessment, Visioning Session and Strategic Positioning. Each phase will be detailed and summarized in this report. Krista Restivo Hertzell and Beverly Bates of Paradigm Shift Studio served as group facilitators.

The planning process involved a strong component of stakeholder, board and staff assessment that helped to identify desired organizational goals through outlining key trends, internal strengths and envisioning the future.

The goals and objectives were developed using the Snapshot for Success organizational assessment and Visioning Sessions. These insights served as a foundation to prioritizing the necessary actions to ensure that KKFI can meet its mission and achieve its vision over the next three years.

The process included surveys, meetings, a visioning session and group work over the course of 6 months. The project started in September 2012 and the plan was presented and received final approval in March 2013.

## Executive Summary



Paradigm Shift Studio uses a Strengths-Based Approach to Strategic Planning that is referred to as SOAR and is based in the growing field of Appreciative Inquiry. SOAR stands for *Strengths, Opportunities, Aspirations and Results*. This approach differs from the traditional SWOT (Strengths, Weaknesses, Opportunities and Threats) approach by identifying and building on the organizations strengths to achieve the desired vision (results).

This process is designed to draw on the insights/expertise of diverse stakeholders, explore the realm of all the possibilities (opposed to shortcomings) and finally, to position KKFI to reach a new, higher level of success during the next three years.

<b>Strengths</b>	<b>Opportunities</b>
What are we great at?	What are our internal and external opportunities?
<b>Aspirations</b>	<b>Results</b>
What do we aspire to achieve?	What are our indicators for success? Outcomes and resources?

## Organization Timeline

- 1977 Kansas City Community radio station began as Mid-Coast Radio Project. Organizers began efforts to form the station (incorporation, fundraising, FCC license, etc.)
- 1988 The dream came alive when KKFI 90.1 FM went on air with 18 hours of programming, featuring Gospel, Jazz, Folk, Labor Public Affairs, Pacifica News, Latino and much more.
- KKFI moved into its first production studio and offices at 1627 Main St. in Kansas City.
- “Genesis on the Air,” an experimental hour-long music and information program produced by students of the Genesis school, first aired.
- 1989 Programming was expanded to 6:00 am to midnight, 7 days a week.
- Two new programs (still on air in 2013) were added – Heartland Labor Forum and The Tenth Voice, a show on LGBT issues.
- The studio relocated to 900 ½ Westport Rd.
- 1991 Programming was expanded to 24 hours a day, 7 days a week.
- KKFI sponsored the annual Kansas City Blues and Jazz Festival (repeated in 1992).
- 1996 “Democracy Now” first aired, the station’s first daily national news show.
- KKFI highlighted achievements of African-Americans during Black History Month. Still aired each February.
- 2003 KKFI launched the annual “Band Auction,” on air musical fundraising event.
- The Rolling Thunder Review was sponsored by KKFI.
- 2006 The “Show-Me Mix Show” was awarded the Best Hip-Hop Radio Show by *The Pitch Magazine*.
- 2007 KKFI broadcast the KC mayoral debates with University of Missouri Kansas City.
- 2008 KKFI celebrated its 20<sup>th</sup> anniversary and developed its first online website at <http://www.kkfi.org/>.
- KKFI began broadcasting from its current location at 39<sup>th</sup> and Main, where a neon KKFI radio tower sign indicates our home.
- 2009 The Libraries of Greater KC partnered with KKFI to broadcast “The Big Read on the Air,” a serial reading of Tobias Wolff’s *Old School*. The series premiered with a reading by Dana Gioia, a past chairman of the National Endowment for the Arts (NEA).

## Organization Timeline

- 2010 KKFI again partnered with the KC Public Libraries to broadcast “The Big Read on the Air.” The serial reading of the book *Housekeeping* featured a different reader for each installment, including, former mayor Kay Barnes, National Council of the Arts member Joan Israelite, Missouri Senator Jolie Justus and Sprint Center GM Brenda Tinnen.
- 2011 KKFI hosted the 14<sup>th</sup> annual Homelessness Marathon, a live, call-in broadcast airing on 100 radio stations that features the stories and voices of people that are homeless in the U.S.
- KKFI along with Kansas City Friends of Community Media proudly hosted the 15<sup>th</sup> Grassroots Radio Conference in Kansas City, MO.
- KKFI “threw the switch” on the new transmitter, replacing the original 23 year old transmitter. It was funded by a \$78,000 Department of Commerce PTFP grant and matched by KKFI’s generous supporters.
- 2012 A newly designed, interactive website went online at <http://www.kkfi.org/>.
- 2013 KKFI celebrated its 25<sup>th</sup> year on-air, with a mix of music and public affairs programming. The on air music schedule includes a mix of Blues, Jazz, Rock, Latino, Women’s, Folk, Oldies, Rockabilly, International, Reggae and a new addition of “Chamber Music” shows.

## Mission, Vision & Core Values

**Mission Statement:** KKFI is the Kansas City area’s independent, noncommercial radio station. We seek to stimulate, educate and entertain our audience, to reflect the diversity of the local and world community, and to provide a channel for individuals and groups, issues and music that have been overlooked, suppressed or under-represented by other media.

During the Visioning Session the group reviewed the mission statement with the following outcomes:

1. There was a component of the original statement that included “progressive bent” which was appealing.
2. The current mission statement is well received and relevant, and given all the work in rebranding, will not be altered.

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**Vision Statement:** Currently KKFI does not have a Vision Statement.

During the Visioning Session the group brainstormed collective visions through several exercises and laid the foundation for a Vision Statement to be articulated.

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**Core Values Statement:** Currently KKFI does not have a Core Values Statement.

During the Visioning Session the group discussed the espoused values (what the organization professes to value) as well as current values and laid the foundation for a Core Values Statement to be created.

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**Philosophy Statement:** KKFI is committed to diversity in programming and discourse and seeks to create a climate of mutual respect and collaboration among volunteers and staff.



## Current Business Model

Scope	Includes	Does Not Include
Geographic Service Area	<ul style="list-style-type: none"> <li>- Radio signal: About 80 mile radius</li> <li>- Streaming: anywhere</li> <li>- Those who know about KKFI. Profiles of listeners available from Arbitron. Reportedly more men than women, more white but it depends on program. Audience is small</li> </ul>	<ul style="list-style-type: none"> <li>- Those who don't know about KKFI.</li> <li>- Distance listeners w/o internet</li> </ul>
Clients Served	<ul style="list-style-type: none"> <li>- Listeners are overwhelmingly adults, higher than average age</li> <li>- Programmers</li> <li>- Volunteers</li> <li>- Underwriters</li> <li>- People who attend special events</li> <li>- Self-selecting: for public affairs – left leaning; local music fans</li> <li>- Programmers are fixed group with small changes</li> <li>- Volunteers are self-selecting</li> <li>- Underwriters are small in number, friendly businesses and unions or organizations wanting to promote events</li> </ul>	<ul style="list-style-type: none"> <li>- The vast majority of radio listeners</li> <li>- Children</li> </ul>
Programs / Services Offered	<ul style="list-style-type: none"> <li>- Broadcast radio 24/7 featuring music and some public affairs</li> <li>- Training in radio production and engineering</li> <li>- Programming for particular communities: blues, jazz, Latino/a (mainly Mexican), African Americans, women, labor/workers, LGBT, Farsi speaking, Native Americans, Folk/World</li> </ul>	<ul style="list-style-type: none"> <li>- Immigrant groups other than Spanish and Farsi-speaking. KC has large Somali and Sudanese population and Vietnamese</li> <li>- Musical genres: South American, classical (one show), top 40</li> <li>- Local news</li> <li>- Community media center</li> </ul>
Funding Sources	<p>Current sources of funding and why these are pursued:</p> <ul style="list-style-type: none"> <li>- Overwhelmingly donors who pledge on-air</li> <li>- Special events fundraising</li> <li>- On-air band auction</li> <li>- Online Holiday Gift auction</li> <li>- Underwriting (small – Knuckleheads, BB's Lawnside, Californos)</li> <li>- Rental of tower space to businesses and one side-band broadcaster.</li> <li>- Few sporadic grants</li> <li>- Government (small other than PTFP grant)</li> </ul>	<p>Funding sources we don't have or seek:</p> <ul style="list-style-type: none"> <li>- Foundations and other granting institutions</li> <li>- Major gift contributors</li> <li>- Signature fundraising event</li> <li>- Government</li> </ul>

## Financial Summary

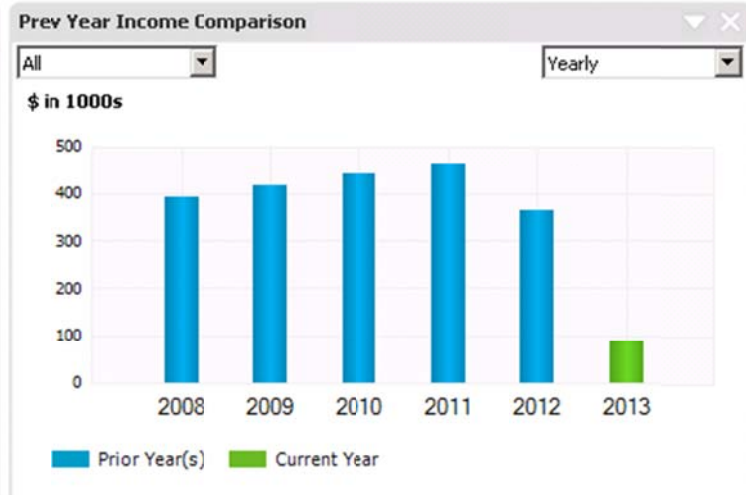
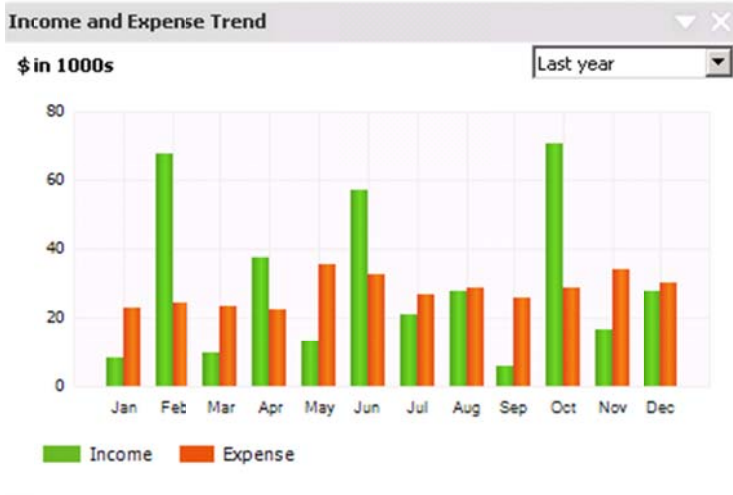
### KKFI 4 year Income/Expense Comparison

	Jan - Dec 09	Jan - Dec 10	Jan - Dec 11	Jan - Dec 12
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
Pledge Drives	199,912	210,361	208,902	192,765
Special Events w/o tradeouts	62,691	51,035	49,042	53,824
Other Fundraising Income w/o transmitter and tradeouts	29,633	31,962	35,568	40,771
Underwriting Income less tradeouts	35,393	41,670	24,848	16,536
Grants	11,715	15,150	68,283	1,567
Sublease Income	29,424	29,424	31,666	31,766
Subcarrier Broadcast Lease	9,000	9,000	9,000	8,250
Misc. income (Amazon, in-kind, svcs, interest, dividends)	12,890	4,159	6,048	476
<b>Total Income</b>	<b>415,933</b>	<b>443,245</b>	<b>465,243</b>	<b>362,901</b>
<b>Total COGS - Cost of Goods Sold</b>	<b>-15,560</b>	<b>0</b>	<b>9</b>	<b>0</b>
<b>Gross Profit</b>	<b>400,373</b>	<b>443,245</b>	<b>465,235</b>	<b>362,901</b>
<b>Expense</b>				
Total 6000 - Rent Expense - Tower and offices	41,226	60,733	61,990	62,699
Total 6100 - Engineering and Maintenance	34,761	12,002	10,365	9,423
6200 - Depreciation Expense	15,125	15,531	19,211	26,737
Total 6300 - Insurance Expense	16,098	15,501	11,042	11,450
Total 6400 - Programming Expenses	3,410	4,582	5,093	4,417
Total 6500 - Fundraising Expenses	23,239	29,156	26,122	30,429
Total 6600 - Volunteer Costs	139	117	505	32
Total 6700 - Marketing Costs	9,629	16,782	26,135	9,434
Total 6800 - Website and Streaming	630	797	3,429	4,025
Total 6900 - Utilities - Electricity, Internet, Phone	27,730	24,561	27,522	29,622
Total 7000 - Employment Expenses - Commissions, Salaries, Health, Contr.	217,485	98,192	102,375	107,959
Total 7100 - Board of Directors Expense	628	884	511	2,755
Total 7300 - Supplies	2,191	3,739	2,777	3,072
7400 - Postage and delivery	3,045	2,405	3,438	2,648
Total 7500 - Computer Software, Svc & Support	4,386	1,396	1,111	874
Total 7600 - Financial Expenses	10,428	7,848	7,105	6,440
Total 7700 - Legal and Professional - Audit and Accounting	18,182	18,502	16,774	6,143
7800 - Dues and Subscriptions	120	100	0	0
Total 8000 - Affiliations Expense - Pacifica, NFCB, etc.	5,811	4,761	4,652	4,570
8100 - Miscellaneous expenses	2,019	537	5,610	5,432
<b>Total Expense</b>	<b>436,280</b>	<b>318,126</b>	<b>335,768</b>	<b>328,159</b>
<b>Net Ordinary Income</b>	<b>-35,907</b>	<b>125,119</b>	<b>129,467</b>	<b>34,742</b>
<b>Net Other Income - mostly bad debt writeoff</b>	<b>-46,426</b>	<b>-12,201</b>	<b>-1,916</b>	<b>-7,875</b>
<b>Net Income</b>	<b>-82,333</b>	<b>112,918</b>	<b>127,551</b>	<b>26,867</b>

# Financial Summary

KKFI's Fiscal Year is a calendar year and runs from January 1<sup>st</sup> to December 31<sup>st</sup> of each year.

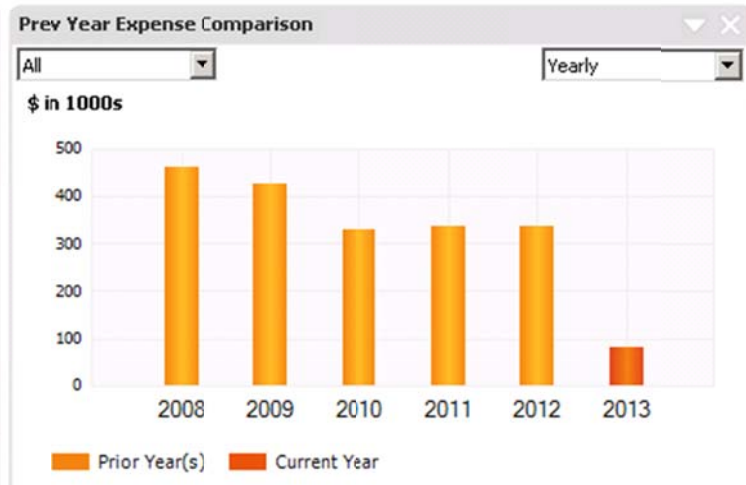
## Snapshot



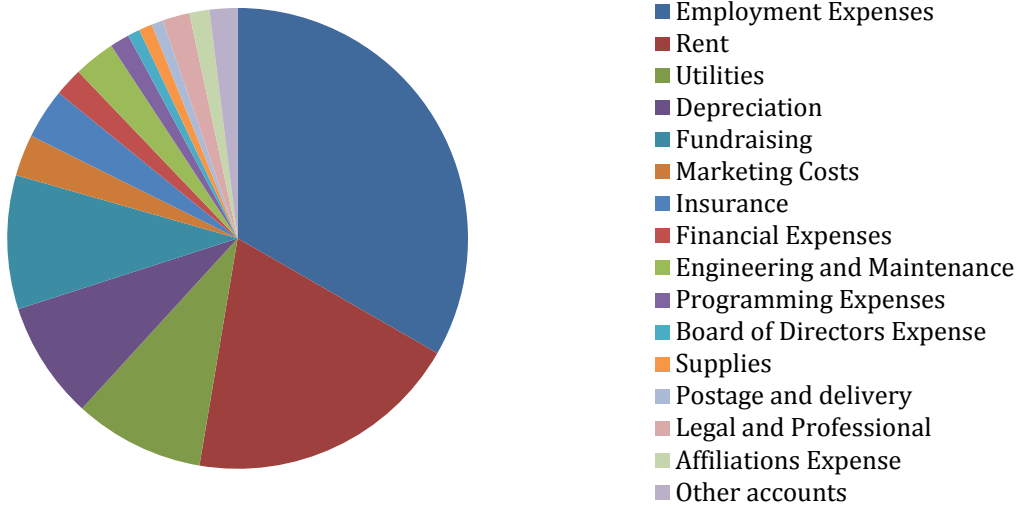
**Account Balances**

Account	Balance
Commerce Commercial Checking	137,387.95
MM-Infrastructure & Contingency	32,600.38
Certificates of Deposit	30,152.20
Fidelity Money Market	5,217.10

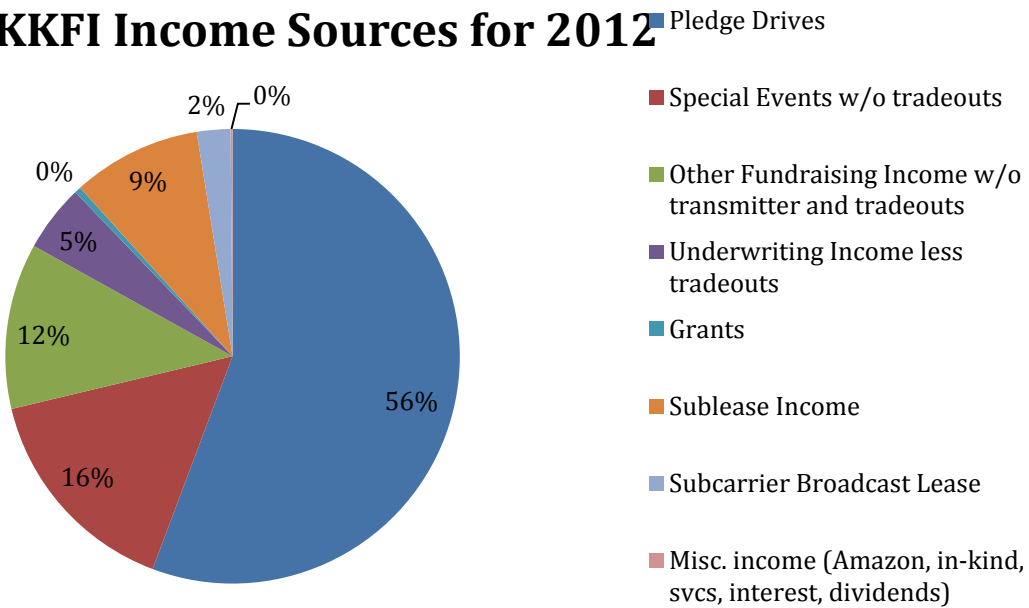
[Select Accounts](#) [Go to Chart of Accounts](#)



### KKFI 2012 Expenses

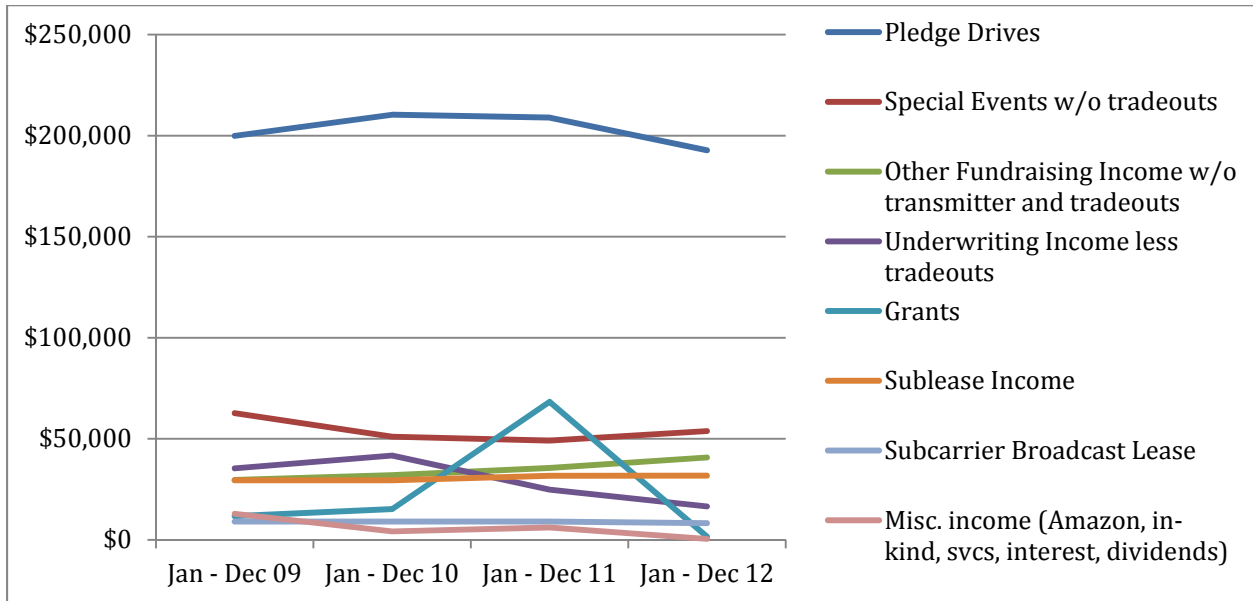


### KKFI Income Sources for 2012



# Financial Summary

## KKFI Four-Year Income Comparison



## Snapshot Report Summary

This Snapshot for Success™ is drawn from a compilation of 142 survey responses representing a diverse group of KKFI stakeholders (Board Members, Staff, Programmers, Volunteers, Donors).

### Overall Strengths and Opportunities

<u>Strengths</u>	<u>Opportunities</u>
+ Serves Under-Represented Populations	× Diversify and Increase Funding
+ Affects the Entire Community	× Strengthen Governance Model: Operational / Internal Processes (Communications, Staff Leadership, Programming)
+ Unique Service Area (KC)	× Expand Listenership & Stakeholders in both Numbers and Diversity
+ Programs (Variety, Scope, Local Focus)	× Increase Community Awareness, Public Relations & Partnerships
+ Provides Education & Entertainment	× Strengthen Board, Staff & Volunteer Engagement
+ Independence and Format (Community Radio)	

#### Mission & Vision:

- The mission statement is relevant and applicable to the community and the work that KKFI does in the community.
- There is no clearly communicated collective vision for KKFI.

#### Fund Development:

- There is an opportunity to educate both supporters and the general community about the financial needs of KKFI.
- Developing and maintaining meaningful personal relationships with supporters is the foundation to any successful fundraising.
- Pledge drives are the primary source of funding for the organization.

#### Community Engagement / PR / Marketing:

- KKFI has many supporters with both long term and strong emotional connections to the organization.
- There is opportunity to brand KKFI so that the organization better connects to the general community, expands listenership (diversity and numbers), strengthens community partnerships and increases awareness about the organization overall.

#### Governance

- The foundation of a successful organization is good governance. This includes transparency, clear and consistent policies and procedures and a continual movement toward improvement.
- KKFI has an opportunity to develop and implement good governance policies to model both internally and externally a shift in organizational culture.

## Snapshot Report Summary

### STRATEGIC PLANNING

FOCUS AREA ONE	FOCUS AREA TWO	FOCUS AREA THREE
<ul style="list-style-type: none"> <li>■ Programming</li> <li>■ Funding</li> <li>■ Public Awareness, Marketing &amp; Community Relations</li> <li>■ Listenership</li> <li>■ Governance</li> <li>■ Misc.</li> </ul>	<ul style="list-style-type: none"> <li>■ Funding</li> <li>■ Programming</li> <li>■ Public Awareness, Marketing &amp; Community Relations</li> <li>■ Listenership</li> <li>■ Governance / Staff</li> <li>■ Expand Board Representation</li> <li>■ Equipment &amp; Technology</li> <li>■ Develop Partnerships</li> <li>■ Expand Volunteers &amp; Train Volunteers</li> </ul>	<ul style="list-style-type: none"> <li>■ Programming</li> <li>■ Funding</li> <li>■ Governance</li> <li>■ Public Awareness, Marketing &amp; Community Relations</li> <li>■ Equipment &amp; Technology</li> <li>■ Listenership</li> <li>■ Board Development</li> <li>■ Develop Partnerships</li> <li>■ Impact / Outcomes</li> </ul>

TRENDS THAT ARE / WILL AFFECT KKFI	
POSITIVE	NEGATIVE
<ul style="list-style-type: none"> <li>• <b>Improving economy</b></li> <li>• Growing urban population; increasingly diverse demographics</li> <li>• <b>Advancing technology (web, social media, apps)</b></li> <li>• Growing dissatisfaction with mainstream policy / media</li> <li>• Trend towards local focus (culture, media, labor, etc.)</li> <li>• Increased community awareness / participation</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Economy (decreased federal funds / donations; unemployment)</b></li> <li>• Aging population, particularly KKFI listeners</li> <li>• New technology and media trends (24/7 media culture; internet radio; satellite radio)</li> <li>• Politics and increasing gap between affluent and less fortunate</li> <li>• Lack of internal process, communication, leadership, programming modification</li> </ul>

## Visioning Report Summary

On January 26, 2013 a group of KKFI stakeholders gathered to discuss and articulate a collective vision for KKFI. Stakeholders discussed:

- ✓ Organization Strengths
- ✓ Organization Culture
- ✓ Community Need
- ✓ Stakeholders and Programs
- ✓ Mission, Vision and Core Values
- ✓ Future Vision

### STRENGTHS SUMMARY:

Strengths	
100,000 Watts – Reach Large Audience	Loyal Listeners
Commercial Free	Mission
Community Based & Active in Community	Music Festival & Guest DJ
Development of People / Opportunities for People to Have Shows	Opportunities
Diversity of Music & Voices	Passion & Commitment
Eclectic, Creative, Fun	Programming
Entertaining	Progressive Bent
History	Public Access
Independence	Strength of Staff & Volunteers
Local Focus	Uniqueness

### CORE VALUES SUMMARY:

Core Values	
Diversity	Entertaining
Quality Programming	Inspiring / Educating / Progressive
Reliability	Good Stewards of Airwaves
Accessibility w/out Predictability	Love
Democratic	Dedicated and Loyal Listeners
Commitment	Stewardship
Passionate	Protect Free Speech
Respect Each Other	Respect Community

There was a clear sense of fellowship and agreement on a broad Vision for KKFI. KKFI has many strengths; passion, commitment and format of the station being just a few. There were also many opportunities identified to leverage these strengths in order to ensure that KKFI becomes a “Go To Community Radio Station” for KC in terms of both education and entertainment.



## Visioning Report Summary

### VISIONS SUMMARY:

#### Visions

- Significantly broadened listening audience through first quality production values
- Mission focused and recognized in KC as the place you go to find out about the KC culture
- Immediate name recognition in the community
- High profile for focus on local activism and community transition
- Effective incubator with an effective process in place to bring people in, train them and get them on the radio, increasing community representation on the air (human development)
- Public affairs vs. music debate replaced by a focus on quality radio across genres
- Robust public affairs station community, producing quality local public affairs shows with relevance to our varied constituencies and also addressing the world audience with relevant topics
- Generational transition, with younger audiences, programmers and people in governance
- Larger audience
- Financial stability (diversified, consistent and increased)
- Increase education component
- More youth centered programming and recruitment
- Increased community outreach
- Cable TV programming
- Reality show
- Entertain and educate the public
- Give the community a voice
- Become more important to our listeners
- More of a public presence
- Continue outreach by attracting a younger audience
- Involve more people in the station with a wide range of backgrounds and cultures
- Strive to give audience and listeners correct information about what is happening in the world
- Be a source for reliable information
- Be involved in the new media and have a presence
- Community presence and have relationships with schools and organizations
- Become an information resource – a “go to” radio station. Be the station of choice for the KC audience who value eclectic programming
- Become a hub of various arts in the community, give a voice and present what they do, unite and expose on and off the air traffic
- Keep free of corporate, federal funding and a political or religious influence
- Commercial free and independent
- Engaged in new technology and maximize potential / opportunities
- Develop an educated community

## Consultants Recommendations

Paradigm Shift Studio's consulting methodology is to facilitate the client's project, while providing structure for the process and guidance throughout. Based on our extensive experience working with diverse nonprofits we have gained invaluable knowledge and skill sets that allow us to make best practice recommendations that are necessary to achieve the end goals of the client. While we become engaged with the project and learn about the organization and its environment, we can envision the outcome while honoring the work of the client. With this in mind, Paradigm Shift Studio make the following best practice recommendations that will be critical to KKFI obtaining both this Strategic Plan's goals and the long term vision for the organization.

- ✎ Common Language – Assess the core values of the organization and clearly define what is meant by these core values. For example, what does KKFI mean when it speaks of diversity.
- ✎ Leadership – Prior to adding any leadership positions, KKFI needs to candidly assess what has made the recent past leaders unsuccessful in the position. Is there a lack of clarity in job roles and responsibilities (both with the Board of Directors and the Manager)? Is it a matter of not hiring the correct person? Are there any issues (i.e. control or lack of process or KKFI culture) that make it difficult for the Manager to be successful? How is success of any leadership position measured and how frequently?
- ✎ Determine Definition or Scope of KKFI Community – Does KKFI want to continue solely as a progressive voice in the community or include other perspectives and programming? How is KKFI going to respond to community needs with programming?
- ✎ ***Consistently Address Culture - Create safe spaces for honest conversation and allow for diverse backgrounds and opinions to be valued and truly become strengths of the organization. Culture can be shifted over time to reflect the values of the organization.***
- ✎ Hire an outside facilitator to conduct a Mission, Vision and Core Values session with the Board of Directors to clearly articulate these statements and how to best incorporate into trainings and communications.
- ✎ Measure and Communicate Outcomes – Although KKFI has access to outputs (i.e. listenership) KKFI should determine how to continually answer the question “So What?” and be able to answer this question both in qualitative and quantitative measures. This is referred to as “Outcomes.” Why is what you do important?
- ✎ Research local and affordable capacity building opportunities and trainings.

It is through adherence to mission and quality services, continual action, devotion to transparency, accountability and communication (both incoming and outgoing) that KKFI will build community relationships.

Achieving Strategic Plan goals should not necessarily be about checking off these objectives and action plans, rather about achieving the long-term vision of the organization. The objectives and goals can be modified as needed with clear reason.

The Strategic Plan goals should become a routine segment of every Board of Directors meeting to both assess current status, celebrate achievements and make any modifications as needed to reach the goals.

## Strategic Positioning - Priorities & Objectives Summary

### **Priority One: Governance**

Objective: KKFI will work to govern itself in a more efficient and equitable manner. KKFI will strengthen its focus on the mission and work on articulation, integration and communication of the mission, vision and core values into all internal and external trainings, marketing materials and renew our focus on connecting our programming and actions to these statements. KKFI will also focus on strengthening board, staff and volunteer engagement with the mission, vision and values. KKFI will build organizational infrastructure and oversight by developing, clearly articulating and communicating and implementing policies and procedures for operations, to include programming, accountability and communication.

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### **Priority Two: Programming**

Objective: KKFI recognizes programming is the heart and soul of the radio station. KKFI will produce good quality and compelling programs as well as an equitable and efficient process and procedures for evaluation and monitoring of shows, creation of new shows, termination of shows and approval of shows. KKFI will develop a successful incubation and training program to develop people with radio skills and to streamline a process to get new programs on the air.

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### **Priority Three: Public Awareness, Community Relations and Marketing**

Objective: Increase public awareness of KKFI by reaching out to potential constituent groups - municipalities and businesses, universities, art groups, activist groups, environmental groups, local farmers markets, community events, high schools, community colleges, neighborhood groups, animal welfare groups and other nonprofits. KKFI will also make a concerted effort to increase internal and external multiculturalism.

## Priority One: Governance

**Objective:** Strengthen governance model to ensure that KKFI is mission driven and operates in the most equitable, efficient and transparent manner. Clearly articulate policies, procedures and accountability structure.

**Oversight:** TBD

Action Steps	Who / Lead	When / Due	Evaluation / Indicators	Resources
Designate a person responsible for oversight and develop a structure of oversight and reporting	Strategic Planning Committee	ASAP	Designated oversight person; Written expectations of communication and reporting to those responsible for tasks; Routine board reports on tasks	Volunteer Time
Conduct a mission, vision and values session to clearly articulate all three statements	Strategic Planning Committee	Fall 2013	Mission, Vision & Core Values Statement	Time, Maybe Outside Facilitator, Marketing Materials with Statements, \$
Develop written job descriptions with responsibilities for Board, Committees, Volunteers (including Active Members)	Governance and Membership Committee	Fall 2013	Written job descriptions	Bylaws and Policy Manual
Develop an orientation and mentoring program for all stakeholders	Membership and Programming committee; Volunteer Coordinator	Winter 2013	Orientation manual / program for stakeholders	Bylaws and Policy Manual
Create a general purpose membership brochure	Membership Committee and Matt Quinn	Fall 2013	Membership brochure; New listeners and expanded support	Design and printing costs of \$1500 in 2013 budget
Evaluate current materials, determine need and develop an institutional checklist/ procedures and general community radio station training manual	Governance committee	Winter 2013	Report on current materials; Statement of need; Procedures and training manual	Grassroots Radio Conference materials, possibility of engaging person to assist with development of general community radio station training manual, Bylaws and Policy Manual

## Priority One: Governance

Action Steps	Who / Lead	When / Due	Evaluation / Indicators	Resources
Invite people in to volunteer and develop the station	Membership Committee, Volunteer Committee	Ongoing	Increase in qualified volunteers and station changes	Volunteer time
Create a system of inter-committee communication and projects	Everyone	As needed	Articulated, clear system of communication and project management	Staff time, Volunteer time
Create an ad hoc committee to evaluate committee structure and how we govern ourselves and make recommendations for a more efficient and equitable governance model	KKFI Board and Board President	Spring 2014	Report of Committee Structures; Governance models	Volunteer time
Set clear financial goals for each of the next two years to increase and diversify funding	KKFI Board, Board President	Goals set by May 2013; Tracked quarterly	Increase of 15% gross funding for each year	Staff time, Marketing Committee
Ad hoc committee evaluate station's ability to hire and retain a Station Manager	KKFI Board and Board President	Fall 2014	Report and necessary resources for the attraction and retention of a Station Manager	History of KKFI, Models of other community radio stations, Grassroots Radio Conference, National Federation of Community Broadcasters

## Priority Two: Programming

Objective: (1) Program Evaluation & Improvement (2) Outreach (3) Streamline Process for New Shows

Oversight: TBD

Action Steps	Who / Lead	When / Due	Evaluation / Indicators	Resources
Designate a person responsible for oversight and develop a structure of oversight and reporting	Strategic Planning Committee	ASAP	Designated oversight person; Written expectations of communication and reporting to those responsible for tasks; Routine board reports on tasks	Time
Create Ad Hoc committee to develop and implement a 2 year show application for all shows, their evaluation, improvement and termination	Bill Clause	6 months (Winter 2013)	Listening Audience Technical Expertise Fits Mission	Volunteers that listen and evaluate programs; Board support; Programmer buy-in
Invite communities to an open house and brainstorming session with emphasis on youth demographic	Bill Clause	Winter 2013	Community meetings; Increased youth participation	Staff time; Space; Refreshments (\$)
Reach out to teachers, students, community centers and arts organizations	Bill Clause	Fall 2013 (September / October)	Relationships with additional community groups	Staff time
Meet with programming committee to brainstorm how to streamline process for new shows	Bill Clause, Judy Ancel, Patricia Ingraham, Barry Lee	April 13, 2013 (1-4)	New show protocols	Staff time; Volunteer time
Create an ad hoc committee to develop annual self-evaluations and programmer evaluations focusing on things such as: Compliance with FCC? Doing right things? Good radio quality? Adherence to mission?	Board of Directors, Programming Committee, Board President	Spring 2013; next drive	Evaluation program is operational, functioning and having positive impact on KKFI	Grass roots conference

## Priority Two: Programming

Examine the mandate of the Programming Committee and make recommendations for a more manageable process	Governance Committee, Board of Directors, Board President	Winter 2013	Report of revised Programming Committee mandate	Volunteer time
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## Priority Three: Public Awareness, Community Relations and Marketing

Objective: Increase public awareness of KKFI within specific constituency groups and increase

Oversight: Matt Quinn

Action Steps	Who / Lead	When / Due	Evaluation / Indicators	Resources
Develop a structure of oversight and board reporting	Matt Quinn	ASAP	Written expectations of communication and reporting to those responsible for tasks; Routine board reports on tasks	Volunteer time
Participate at a KC area music or public affairs community event(s) to represent 90.1	Marketing Committee representative	90 days after board approval	Increase in numbers of email subscribers; Increase in perception of KKFI as an active voice for certain music genres and public affairs topics; Increase in donations to KKFI	Collateral materials – i.e. bumper stickers, KKFI flyers and brochures; Programmer volunteers to represent KKFI
Institute monthly (or as applicable) Thursday CD release party for performers	Bill Clause	90 days after board approval	Positive feedback from participants (bands, audience, volunteers); Increased band auction participation; Increased listenership; Increased donations	Picnic license; Facility coordinator; Space approval or rental; Radio programmer; Volunteers; Website for marketing
Bi-weekly E-newsletter (Group all email groups into one for this purpose)	Staff (Bill Clause & Mike Murphy)	Summer 2013	Increase in event participation; Increase in listenership; Increase in KKFI website visitors; Increase in online and on-air pledge drive donations	Staff to compile and coordinate newsletter; Constant contact software subscription
Evaluate the concept of creating a media production center in partnership with area high schools and colleges	Marketing Committee	Winter 2013	Developed concept of a media production center	Staff time; Volunteer time
Build partnership with Folk Alliance Organization (International Org. moving to KC)	Representative from KKFI folk show(s) (Bob and Diana Suckiel, Jeanne Jasperse)	Folk Alliance moves to KC in 2014	Increase in attendees at Folk Alliance conference in 2014; Increase in folk show listeners; Increase in number and amount of donations to folk music shows	Request Bob, Diana and/or Jeanne initiate dialogue with Folk Alliance representative; Article for newsletter and website



### Priority Three: Public Awareness, Community Relations & Marketing

Engage Marketing Committee to help develop additional action items	Board Rep to Marketing Committee	90 days after board approval	Additional action items developed; Action plans developed	Marketing Committee and TBD
Invite community activists to participate in a project to create a radio magazine (that will focus on issues from the activist community, i.e. peace and justice; anti-death penalty, environmental, education, disability rights, etc.)	Volunteer Coordinator and Bill Clause	Current effort – Have had a pilot broadcast and are meeting every few weeks. Have developed teams.	Producing radio broadcasts; Attract and retain new volunteers who give both time and financial resources	Staff time; Financial resources

**SAMPLE TABLE**

Action Steps	Who / Lead	When / Due	Evaluation / Indicators	Resources

## 2014 – 2015 Priorities

Like any good strategic plan, this document is intended to be fluid and to allow KKFI to continue to respond to the needs of the community. As KKFI approaches the next year of planning, the goals for 2013 should be evaluated. If need be, some of 2013 goals can be incorporated into the next two years of planning.

### ***START OFF YEAR TWO WITH A CELEBRATION OF THE SUCCESS FROM YEAR ONE!***

Drawn from the Strategic Planning Session, the following goals were identified as year two and three priorities.

- ❖ PRIORITY: Fund Development Plan; Focus on two fund drives per year; Increase revenue from diverse sources
- ❖ PRIORITY: Engaging Youth (18-30)
- ❖ PRIORITY: Evaluation of station governance; Implementation of changes
- ❖ PRIORITY:

## Appendix A

### **BOARD OF DIRECTORS:**

- ◇ JC Alonzo
- ◇ Reenie Carmack
- ◇ Larry Cruse, Programmer Representative
- ◇ Tom Edmondson
- ◇ Charles Ferruzza, Active Member Chair
- ◇ Don Harbin, Secretary
- ◇ David E. Kingsley, Treasurer
- ◇ Art McDonnell
- ◇ Kathryn Peters, President
- ◇ Matt Quinn
- ◇ Kimberlee Ried
- ◇ Susan Sanders, Vice President
- ◇ John Todd
- ◇ Donna Wolfe

### **STAFF:**

- ◇ Bill Clause                      Special Events & Volunteer Coordinator
- ◇ Warren Maus                    Director of Development & Marketing
- ◇ Mike Murphy                    Chief Operator / Traffic Coordinator

### **STRATEGIC PLANNING COMMITTEE:**

- ◇ JC Alonzo\*
- ◇ Judy Ancel
- ◇ Valerie Andruss
- ◇ Bill Clause
- ◇ Tom Edmondson
- ◇ Pat Fischer
- ◇ Patricia Ingraham
- ◇ Barry Lee
- ◇ Richard Mabion
- ◇ Warren Maus
- ◇ Nilafur Movahedi\*
- ◇ Mike Murphy
- ◇ Kathryn Peters
- ◇ Matt Quinn
- ◇ Tamara Severns

\*Unable to attend Strategic Planning Session on March 9, 2013.