*KKFI*

VISIONING REPORT

January 2013

BY PARADIGM SHIFT STUDIO

**Visioning Session Report**

On January 26, 2013, a diverse group of committed stakeholders gathered to spend a few hours reflecting on the community needs and the possibilities for KKFI. Consultants from Paradigm Shift Studio provided a platform for sharing ideas and collecting valuable insight from the participants, which included staff, board members, volunteers and programmers. The ultimate goal of this session was to create a vision for KKFI and outline next steps for the organization as it prepares to engage in the Strategic Planning process.



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| ***INTRODUCTION*** |

***OVERVIEW OF PARADIGM SHIFT STUDIO & STRATEGIC PLANNING PROCESS***

***OBJECTIVES FOR THE VISIONING SESSION***

* Identify the strengths of KKFI.
* Discuss KKFI’s organizational culture.
* Discuss the community needs that KKFI addresses.
* Review the purpose and goal behind having a vision.
* Identify KKFI’ core values, internal and external stakeholders and programs.
* Discuss the Mission Statement, a Vision Statement and a Core Values Statement.
* Create a vision that articulates the opportunities for KKFI.

***SNAPSHOT SUMMARY REPORT REVIEW***

* Paradigm summarized the strengths and opportunities and Strategic Plan priorities as reflected in the Snapshot for Success survey report.
* The group felt that the summary was an accurate reflection of the organization as it is today.

***PARTICIPANT INTRODUCTIONS***

Participants were divided into five groups.

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| **BLUE**  | **PINK** | **RED** | **YELLOW** | **GREEN** |
| Reenie Carmack | Judy Ancel | Tom Edmondson | Mark Andruss | JC Alonzo |
| Tom Crane | Valerie Andruss | Diana Ennis | Bill Clause | Norman Comstock |
| Patricia Ingraham | Don Harbin | Barry Lee | Charles Ferruzza | Patrick Fischer |
| John Kurmann | Jeff Humfeld | Mike Murphy | Dorothy Hawkins | Barry Jackson |
| Art McDonnell | Robert “Arjay” Josephine | Susan Sanders | Sharon Lockhart | Dave Kingsley |
| Matt Quinn | Mark Manning | Cindy Terwilliger | Richard Mabion | Kathy Peters |
| Ralph Tomlinson | Warren Maus |  | Steve Peters | Tamara Severns |
|  | Nilafur Movahedi |  | Brian Koenigsdorf | Cody Tapp |
|  |  |  |  | Casey Osborn |

ATTENDED, NOT SURE WHICH GROUP?? (1) Tom Klammer, (2) Jack McClain, (3) Jessica Thomas

ARE THERE ANY PEOPLE LISTED IN THE TABLE WHO DID NOT ATTEND… THIS LIST CAME FROM OUR RSVP LIST??

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| ***STRENGTHS*** |

Participants were asked to identify and share one strength of KKFI.

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| **Strengths** | **Frequency of Response** |
| 100,000 Watts – Reach Large Audience | 3 |
| Commercial Free | 1 |
| Community Based & Active in Community | 4 |
| Development of People / Opportunities for People to Have Shows | 2 |
| Diversity of Music & Voices | 2 |
| Eclectic, Creative, Fun | 3 |
| Entertaining | 1 |
| History | 1 |
| Independence | 5 |
| Local Focus | 2 |
| Loyal Listeners | 1 |
| Mission | 1 |
| Music Festival & Guest DJ  | 2 |
| Opportunities | 1 |
| Passion & Commitment | 4 |
| Programming | 4 |
| Progressive Bent | 2 |
| Public Access | 1 |
| Strength of Staff & Volunteers | 4 |
| Uniqueness  | 1 |

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| ***GROUND RULES*** |

As a large group exercise, participants were asked to identify the ground rules for the session in order to create a safe, comfortable environment that encourages participation and allows the objectives to be achieved.

* Respectful
* Listening
* Timelines for speaking
* Stay focused
* Do not dominate the conversation
* Respect structures and procedures
* Be open and non-judgmental
* Respect speakers – no interrupting
* Set realistic expectations (achievable)
* Have a shared objective
* Have fun

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| ***ORGANIZATIONAL CULTURE*** |

**What is Organizational Culture:** “A pattern of basic assumptions – invented, discovered or developed by a given group as it learns to cope with its problems of external adaptation and internal integration – that has worked well enough to be considered valid and therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems.” Schein (2004)

People make culture and every organization, like every person is multicultural. Culture is not something to be fixed, rather something to be viewed as an opportunity.

There are four strong indicators of culture: (1) LEADERSHIP (2) ESPOUSED VALUES (3) ARTIFACTS and (4) STORIES.

Each small group was assigned a worksheet regarding one of the components above or a type of story.

**ESPOUSED VALUES:** What an organization says about itself. These values do not have to be true and are often aspirational.

1. What does the organization say about itself?
	* Independent
	* Cohesive
	* Answer to no one
		1. Not governed by a funding source
		2. Independent from commercial requirements
		3. Consistent in administering rules
	* Provide a service to the community
	* Community owned and operated
	* Good intentions
2. Are there any implied values based on the mission statement?
* Open minded
* Inclusive
* Hard working
* Provides opposing viewpoints

**ARTIFACTS:** Visible and tangible aspects of an organization on the surface level. These are often well accepted.

* Lack of structure / accountability
* Unwieldy structure for discipline
* No punishments / No rewards
* Conflict not handled well
* No meetings that involve all programmers (to air grievances or discuss strengths)
* Casual dress
* No receptionist to greet people
* Shabby green room
* Don’t take care of on-air studio
* No image upon entering station
* Less than desired racial diversity on the board of directors
* Strong team of volunteers (Need more and more diverse)

**CREATION STORY:** The story of how the organization came into existence.

1. Why was the organization created? To give voice to the voiceless and underserved.
2. What was it intended to accomplish? Fill the void of under-represented music and public affairs. Intent was to have full power (100,000 watts) to reach the greatest audience.
3. Who founded the organization? Tom Crane, Barbara Blake, Gie Warner.
4. What were the motivations and background? Tom Crane had a radio background. The motivation was to create a full powered, viable community radio station.
5. What actually happened to form the organization (ex: group meeting, one person, merger, collaboration, etc.)? It took 10 years to plan and fund. Founders had read “Sex and Broadcasting” which sparked the fire – A handbook on starting a radio station for the community (1988).
6. What was happening in the broader world (social, economic and demographic trends) at the time? It was the Reagan era and liberals were on the way out, while the conservatives were ascending.

**SURVIVAL STORY:** A story of a time when the organization faced a crisis or challenge.

1. What was the threat or challenge to the organization? Chronic financial stress and a series of management crisis.
2. Why was it serious? It almost brought down the station and created a divisive atmosphere.
3. How long ago did the threat arise? Ten years ago.
4. What was the organization’s initial response to the threat? Stress, poor communication and creation of factions.
5. Who led the response? Mark, Judy, Dorothy, Mike Murphy and Steve Peters.
6. What happened? An attorney was retained, there were lawsuits and there was publicity.
7. How was the threat ultimately resolved? There was a change in management and criteria. There was a change in board policies and in the by-laws. The active members became empowered.

**HERO or SUCCESS STORY:** A story of a hero or success in the organization.

1. What story or stories are told about staff / volunteers when new people are recruited to the organization? Early Hero – Tom Crane – 1st station location was in his basement. Dozens and dozens of volunteers who have given thousands of hours. The folks who took re-control of the station after the crisis.
2. What is a story about a staff member / volunteer that is generally regarded as positive and told repeatedly? Tom Crane taped shows in his basement and took them to the transmitter. The Bingo games to raise money to put the station on the air. Moving the station from Mainmark to Westport Rd. (Moving the dish).
3. Is there a story about a particular person that seems to show the spark or true nature of the organization? In the early days you could walk into the station and there was a meeting going on of ad hoc people who wanted to do stuff.

\*NOTE – There is no recent hero / success story.

As a large group, we discussed how the espoused values and artifacts compare. How do the espoused values compare with the stories –what are the values that can be gleaned from the stories? What are intentional actions that KKFI can take to align espoused values with KKFI’s reality?

**How do the artifacts and values compare?**

* Diverse groups at the station – there is diversity but not across many different facets and there is an opportunity to strengthen this value / artifact
* Lack of accountability / process “Maverick” group
	+ Lots of voices vs. cohesion
	+ Sense of belonging
* Independent
* Small funders, no deep pockets (operational funding)
* First impressions – shabby / unclean bathroom, green room (feeling of culture), symptom of lack of $ - “Tragedy of the commons”
* Interest and accountability (bathrooms)

**Specific Action Steps that KKFI can implement to achieve a culture that is more aligned with the espoused values (desired culture).**

* Policies, procedures and volunteers
* Artifacts overwhelm the stories – communicate stories and their values
* “Phoenix out of the struggles”
* Passion 🡪 crisis and history
* Cleaning committee
* Mural on the wall in the green room
* Clean up after oneself
* Janitorial service
* Sign for station
* Better communication
* Better documentation (of history, struggles, people, successes)
* More commitment
* Bathroom reserved for on-air guests
* Engage disengaged stakeholders
* Increase community engagement
* Develop and appreciation committee
* Appearance and condition of space (green room and bathrooms) affects community impressions and may affect community involvement

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| ***FACING REALITY***  |

As a large group, participants were asked to articulate the community need that KKFI fills:

*Community Needs*

* Represent underserved populations
	+ Gives under represented populations a voice
* Open door culture vs. closed door
* Talk about topics that others will not touch
* Diverse music
* Working class, not corporate
* Commercial free
* Diversity of voices
* Lots of communities served
* Opportunities of lots of voices
* Entertaining
* LGBQIA 🡪 All walks of life
* Development of people
* “Allowing”
* Band auction – On Air Music Festival
* Guest DJ \*\*
* Aberration
* More public access
* Community need exists for the station

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| ***ABOUT VISIONS*** |

Why have a vision?

* A vision directs your organization and its planning efforts.
* A vision holds your organization accountable to its stakeholders.
* A vision provides a picture of the desired future for your organization.
* A vision stretches your organization to imagine the possibilities.
* A vision provides a collective picture for all stakeholders to engage in.

Who are the best visionaries?

* Children

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| ***BUILD YOUR BAND SMALL GROUP EXERCISE*** |

Participants were asked to work in their small groups and identify the core values, key internal and external stakeholders and programs of KKFI through the creation of a “band.”

In each band, the following aspects represented the core elements of KKFI, with the Mission Statement representing the foundation / stage:

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| **BAND MEMBERS = Internal Stakeholders INSTRUMENTS = Core ValuesAUDIENCE MEMBERS = External Stakeholders MUSIC = Programs & Services** |

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|  | EXTERNAL STAKEHOLDERS | INTERNAL STAKEHOLDERS | CORE VALUES | PROGRAMS |
| **THE KKFI ABBERATIONS** |
| GREEN GROUP | * Community Groups
* Artists
* Nonprofits
* Businesses
* Contributors
* Audience / Listeners
* Supporters
* Underwriters
 | * Audience
* Staff
* Programmers
* Active Members
* Volunteers
* Board of Directors
 | * Dedication
* Independence
* Diversity
* Commitment
* 24/7
* Hardworking
* Loyal
* Stubborn
* Maverick
 | * Band Auction
* Guest DJ
* Thursday Night Special
* Communiversity Classes to bring people in
* Pres News Programs (local, national and international)
* Play artists who would not be heard
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|  | EXTERNAL STAKEHOLDERS | INTERNAL STAKEHOLDERS | CORE VALUES | PROGRAMS |
| **MIDCOASTERS** |
| PINK GROUP | * Listeners
* KC Media
* Underwriters
* Community Activists
* NGO’s
* Artists
* Donors
 | * Active Members
* Staff
* Board of Directors
* Volunteers
* Programmers & Assoc.
* Volunteers
 | * Diversity
* Independence
* Noncommercial
* Educating
* Justice
* Opportunity
* Collaboration
* Local
 | * Radio Programs & Journalism
* Development (Human)
* Fundraising
* Events
* Nurturing Arts
* Nurturing Communities & Activism
* Throwing Lifeline
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|  | EXTERNAL STAKEHOLDERS | INTERNAL STAKEHOLDERS | CORE VALUES | PROGRAMS |
| **THE OUTSIDERS** |
| YELLOW GROUP | * Listeners
* Underwriters
* Donators
* Related Nonprofits
* Community Partners
* Local Artists
 | * Staff
* Volunteers
* Programmers
* Tech Support
* Board
* Active Members
 | * Diversity
* Informative
* Generosity
* Politically Progressive
* Eclectic
* Entertainment
* Inspirational
 | * Music
* Public Affairs
* Educational
* Incubator
* Guest DJ’s
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|  | EXTERNAL STAKEHOLDERS | INTERNAL STAKEHOLDERS | CORE VALUES | PROGRAMS |
| **WE ARE THE WORLD** |
| RED GROUP | * Underwriters
* Contributors
* Listeners
* Community Organizations
* Volunteers
* Cities & Towns
* Local Bands
 | * Board
* Committees
* Active Members
* Volunteers
* Programmers
* Staff
 | * Love
* Multi-Cultural
* Independence
* Diversity
* Pride
* Passion
* Community
 | * Guest DJ’s
* Benefits – Fundraisers
* Eclectic Programs
* Local Music
* Public Affairs
* Forward / Progressive
* Public Service
* World View
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|  | EXTERNAL STAKEHOLDERS | INTERNAL STAKEHOLDERS | CORE VALUES | PROGRAMS |
| **REBELS / COMMITMENTS** |
| BLUE GROUP | * Individual Donors
* Progressive Groups & Individuals
* KCBS
* Underwriters (Businesses, Music Venues, NPO’s, Restaurants)
* Universities, KCAI
* Musicians, Artists
* Labor Unions
 | * Volunteers
* Programmers
* Staff
* CAC (Community Advisory Committee)
* Board Members
* Active Members
 | * Diversity
* Inclusive
* Independence
* Public Access
* Serving the Community
* Progressive / Liberal
 | * Locally Produced Radio
* Media & Radio Training
* P.S.A.s (Events)
* Venue for Emerging Artists & Musicians
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| ***A Mission Statement states the purpose of the organization, is clear and jargon free, and sets the organizational direction for a significant period of time.*** 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.  |
| **GROUP DISCUSSION:** * Based on the Snapshot survey, respondents overwhelmingly indicated that the mission statement is relevant and accurate
* Removed from previous mission statement “commitment to progressive political causes, perspective” {Removed in the 1990’s due to a project}
* Discussion centered around whether ‘progressive’ should be added back to mission statement or whether it is more of a value
* Not all programmers are driven by the mission statement, therefore some programs are not aligned with the mission
* Consider training around the mission statement
* Communicating the mission statement / purpose of the organization to engage others
* At this time, the mission statement is relevant and given all of the work involved with making minor changes or adjustments (marketing materials, messaging, etc.) the mission statement is appropriate.
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| ***MISSION STATEMENT, VISION STATEMENT, CORE VALUES STATEMENT*** |

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| ***A Core Values Statement reflects values that are important to the organization and the beliefs that are central to the organization’s work. They are specific and shape the criteria by which the board, staff and volunteers judge plans and outcomes. Often times, values are what attract leadership, staff and volunteers to an organization.*** Currently KKFI does not have a Core Values Statement. |
| **GROUP DISCUSSION:** * Diversity
* Quality programming
* Reliability
* Accessibility without predictability
* Democratic
* Commitment
* Passionate (Programmers, Active Members, Board Members & Listeners)
* Entertaining
* Inspiring / Educating / Progressive
* Good stewards of the airwaves
* Love
* Dedicated and Loyal listeners
* Stewardship
* Protect right to speak freely
* Treat each other with respect
* Treat the community with respect
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| ***A Vision Statement is a picture of the organization’s desired future and the change that the organization strives to achieve. It is inspiring and challenging as well as achievable.*** Currently KKFI does not have a Vision Statement. |
| **GROUP DISCUSSION:*** Significantly broadened listening audience through first quality production values
* Mission focused and recognized in KC as the place you go to find out about 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 relegated to the dustbin and 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 in progress, 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
* Involving more people in the station with a wide rage of backgrounds and cultures
* Strive to give the audience and listeners correct information about what is happening in the world
* Be a source for reliable information
* To be involved and part of new media and have a presence
* A presence within the community and having a relationship with schools and organizations
* We are a resource of information and a go-to radio station. The station of choice for the KC audience who value eclectic programming
* A hub of various arts in the community, to give a voice and present what they do, to unite and expose on and off the air traffic
* To keep free of corporate, federal funding and a political or religious influence
* Commercial free and independent
* Engaged in new media and technology and maximizing the potential / opportunities
* Develop and educated community
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**GENERAL DISCUSSION:**

1. How to govern the station without a program manager? In the past there has not been a successful station manager / board relationship.
2. Need to prove / show that these values are a part of the organization.
3. Although diversity is an espoused value, there is an opportunity to increase diversity in every aspect (age, race, socio-economic status, culture, ideology, programming, etc.)
4. Core governance group is getting smaller and there is a feeling of marginalization by some.
5. Being “green” is an espoused value and is not really a value in practice.
6. KKFI does not have a safe environment to have cultural / difficult conversations. How do we make it safe?
7. Legal approach to diversity.
8. Need to determine the threshold for what is acceptable for the organization – who is accepted, what points of view are accepted. There is no process or legitimate method for determining what is acceptable to the organization and therefore being accountable to the community for these decisions.

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| ***ENVISION THE FUTURE!!!*** |

***It is 2018 and KKFI is an award winning radio station for both community impact and nonprofit sustainability.***

1. ***Name the award.***
2. ***What has KKFI accomplished?***
3. ***Who have been the champions?***
4. ***Describe the impact of the successes?***
5. ***What is next?***



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|  | **AWARD: COMMUNITY MEDIA DEVELOPMENT AWARD**ACCOMPLISHED: * KKFI Community Media Education Center opened 2 years ago

CHAMPIONS: * Donor Communication Committee – reached an unprecedented number of new contributors

IMPACT: * Renewed loyalty and enhanced communication process

NEXT STEPS:  |

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|  | **AWARD: GLOBAL HUMANITARIAN ACHIEVEMENT AND LEADERSHIP AWARD**ACCOMPLISHED: * Natural disaster affected KC in 2016-2017. 90.1 became an on-air command center to inform the area 24/7 of alerts and on-scene interviews
* Mobilized volunteers
* Only station in KC dedicated to helping and informing KC.

CHAMPIONS: * Staff
* Programmers
* Volunteers

IMPACT: * Publicity

NEXT STEPS:* Standing by to help any group or organization and give them a voice in our community
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|  | **AWARD: MOST TRANSFORMED COMMUNITY RADIO STATION**ACCOMPLISHED: * More racial diversity on air and on the board
* More balanced age representation on the board and an air
* 3X the current listenership
* Financial stability

CHAMPIONS: * Volunteers
* Staff

IMPACT: * Increase in listeners, staff, volunteers, board members and donors
* More commitment to the station (financial and volunteer)

NEXT STEPS: * Expand internet presence
* Financial stability
* Expanded media presence
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|  | **AWARD: YIPPIE! GREATER KC COMMUNITY FOUNDATION FOR EDUCATION AND**  **OUTREACH AWARD**ACCOMPLISHED:* Increased listenership
* Created and funded a radio education program that partners with schools to teach radio programming, technology and communication to students and young kids.

CHAMPIONS:* Librarians
* Universities
* Other radio stations
* KKFI’s recipients of training
* Private organizations
* Independent news organizations

IMPACT:* Expansion
* Expanded listenership
* Stronger community connection
* More awareness of KKFI in the broader community
* Increase in activities

NEXT STEPS:* Bringing global communities together
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|  | **AWARD: COMMUNITY CHAMPION IN MEDIA**ACCOMPLISHED:* Daily broadcasts with a local focus reflecting the issues and expressions of the heartlands diverse cultural communities

CHAMPIONS: * Staff
* Board
* Volunteers
* Contributors

IMPACT: * Upgraded facilities and equipment
* Sustainable revenue stream
* Active membership of zoo members

NEXT STEPS:  |

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| **SUMMARY** |

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.

Next steps will be to use all of the information acquired today as well as from the Snapshot for Success to select the priorities for the next 1 -3 years and create specific action plans to accomplish these priorities.

Lastly, one critical step for KKFI is to continue to build upon the momentum of the process of engaging stakeholders, which has been a main objective of the Strategic Planning process to date.

Paradigm Shift Studio will create a Visioning Session report that captures the work done at this session and distribute to the Strategic Plan Committee to share or disseminate as they choose.

March 9, 2013 is the Strategic Planning Session!

*A vision without a plan is just a dream.
A plan without a vision is just drudgery.
But a vision with a plan can change the world.*

*An old Proverb, author unknown*