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# KBOO Planning & Strategy Sessions

Lisa Hawash, MSW  
Facilitator  
[lmhawash@gmail.com](mailto:lmhawash@gmail.com)

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## Strengths:

### Group 1 notes:

We don't have a strong engineering and tech team. Could be better. Lacking as of now. Arthur needs support.

We haven't mobilized a lot (lately) for causes but we can.

This (the rest) is all true.

Mobilize for causes

Intentional desire to share varied perspectives

A very long history

People who have been involved for a very long time

People who take a personal interest and commitment

Independent (& not controlled by mainstream media)

Strong engineering & tech team

Committed board of directors

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### Group 2 notes:

- Tech and Eng needs support (not a strength)
- Need a staff person that can be on call (or an engineering assistant)
- BoD commitment follows 80/20 rule (some are not as engaged)
- We do not have a full staff and there is an opportunity cost to this (Station manager should be a priority to guide hiring the other positions)

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## Strengths:

Longevity: 55 years!

Tenacity

A real mix of people who are dedicated and care deeply

Resilient - came through the pandemic better than many other orgs/nonprofits

Protective members; loyal

Generally a 'like minded' bunch; similar politic(s)

The org has a humanist approach

Improved culture

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Group 1.

One strength is unique, local programming and mobile app.

But the information on the app is lacking. The on-demand feature is great.

We need to shift to pod casting and on-demand. It's the future. We could also begin working with video.

If we invest, we can improve our outreach. Most of the programming staff would agree.

We should get on (more) podcasts.

Our finances are good right now. This helps us get grants. It shows financial strength.

Group 2 notes:

- Need to clarify "Improved Culture" (Station manager and staff are working better together)
- Varied political leanings among volunteers and staff is a strength

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## Group 1.

Passionate people - we have some of the best programming. Public affairs is half-and-half with syndication and original programming. The pandemic really hurt a lot of shows. Too many syndicate shows isn't good, but Ender is striving to make good selections.

The goal would be to have our local people create their shows, and especially younger people (college, etc.). We have to make the station look good to attract them.

We have to overcome the fact that radio isn't as attractive these days.

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# Strengths:

Inclusion & commitment to serving underserved populations

We own our building

Amazing & eclectic programming

A keen focus on storytelling

We are fully staffed

We have a solid savings in the bank

We have a lot of institutional memory

Some of our programming has won awards

## Group 2 notes:

- We are not fully staffed, in fact we are understaffed in crucial positions
- Down by 4 staff members (we have a ten station manager)
- More confidence in financial staff and committees than in recent years
- Strong institutional memory only exists among a few key folks

Group 1, cont.

Weakness: We lost people during the pandemic, but we're in the process of attracting new people. Also - a promo on the radio might not work.

How do we encourage volunteer retention and address grievances? Make sure communication lines are open, don't use old, dead email addresses.

We also lost people who serve on committees.

Some of us don't know what's being done or not... Ask Ender about his perspective!

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Group 1.

Our equipment is not great, it's okay.

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## Strengths:

We have a lot of great equipment - we have enough

We have multicultural and multilingual programming

We have bylaws that work 'pretty well'

Unionized staff

Our current station manager works for free which supports our savings

Many ways to volunteer - programming, committees, board

Diverse listenership/membership

Dedicated staff, dedicated volunteers

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Group 2 notes:

- We have some good equipment but much still needs to be repaired or replaced
- Were all stakeholders invited to this process? Drew knows of certain folks who didn't know about this process
- We should take care to avoid taking advantage of people who are volunteering to fill paid positions (station manager)
- Add volunteer system as a strength (Galaxy)

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Group 1.

This is all good.

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## Strengths:

Loyal (but aging) donor base/volunteer base

3 month operating reserves in place

Very little debt

Beloved community - we pride ourselves in this

Free radio resource training(s)

We understand the needs of underserved communities

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Group 2

- Understanding the needs of underserved communities is due to listeners and volunteers
- Need a realistic understanding of who can volunteer and who can donate. Young folks may not have much resource to help.

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## Weaknesses (or challenges):

### Group 1.

We're not sure what "the KBOO way of doing things" is.

Syndication is maybe too much. But people could send content!

Maybe the "moving slowly" related to decision-making, not making decisions.

Financially, though we're doing well now, our costs are rising faster than our revenues. We can't rely on bequests to fund our gaps. We need to work on how we're going to fund the station going forward. Our operating budget is in deficit this year. We have to raise more money.

The "KBOO way of doing things" holds us back

Doing more syndication

Website

Power outages

Our board is lacking in some skills needed

Decline in brand awareness over the past few years

The building - extensive & costly repairs

KBOO moves very slowly; change is slow to come

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### Group 2 notes:

- "KBOO way of doing things" - we get bogged down in "THE PROCESS"
- Doing more syndication is necessary because of the weakness of not having enough volunteers to create programming
- We don't do enough marketing and branding outside of our limited social media and broadcast stuff
- We need 1 or 2 positions for branding and marketing - these are positions we are currently hiring for

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Group 1.

Outreach to young people is difficult right now.

Wages affect the paid staff and manager - this is better now.

KBOO location and interior is keeping some people away - both parking and being in the neighborhood and the stale, or contaminated air in the station. Microphones can also be contaminated. People are unsure if KBOO is a safe environment.

The new HVAC system will be much better. It will make the air much cleaner. The date has been moved about three times. Is it going to be a HEPA certified HVAC system? It would be good to have more communication about that and other issues.

We could / should have a state of the station newsletter or something.

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## Weaknesses (or challenges):

Decisions are not always made then come again and again for discussion

47% of our listeners are older adults

Outreach & engagement to young people is limited

Lack of infrastructure & support for social media & streaming

We have station manager turnover - on average - yearly

Board turnover

Some union barriers have not supported the betterment of relationship(s)

CBA annual renewal - takes a lot of time and energy

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Group 1.

Everyone will get a pin or badge for security. No open door policy anymore.

There will also be an appointment system. This will help with safety.

Strong beliefs - pretty universal.

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## Weaknesses (or challenges):

Group 2 notes:

- Board is doing things that should be done by staff or consultants (i.e. writing grants to advocate budget for this)
- Board should be more actively involved in fundraising (advocacy)
- Last bullet point is confusing - "volunteers" means "unpaid board members"

Building security - front door must be locked to deter people from being in the space who should not be

The board should be doing more - like writing grants

CRM (Donor Perfect) is overwhelming; hard to learn

Lacking onboarding of new employees - no training manual

People with strong beliefs can add to a contentious environment

Dependent upon volunteers for governance (BOD); at times cannot make quorum

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## Weaknesses (or challenges):

Group 2 notes:

- Need a more solid/diverse rev model especially in light of new media formats (podcasts etc)
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Group 1.

Relevance - yes! We need to step up to more kinds of platforms like Tic Toc, Spotify, iHeart, YouTube, etc.

Lack of fault tolerance - like if the power goes out. We have to ensure that our Internet connection continues and people can find us online.

Shows that attract younger people listen online.

Relevance - how do we remain so? A concern noted

We don't have a good strategy (and plan) for meeting the increased fiscal expenses (labor specifically)

Lacking solid revenue model

Radio is a diminishing technology

A history of governance/mgmt/supervisory issues amongst staff

Staff culture can be challenging and carry on for years (memories are carried forward, even if the staff person(s) have left)

A long history of racism - moving towards hiring of more BIPOC individuals but returned to a predominantly white staff

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Group 1.

Internal communication isn't limited, some groups text in Slack, etc.

Other methods don't seem to get responses, like the email on the main page. Especially for volunteers/programmers

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## Weaknesses (or challenges):

The politics & dysfunction amongst the people of KBOO

Strong & frequently conflicted opinions

Compromise is difficult

A history of being an 'unforgiving environment'

We are very out of practice about how to be together & how to be in space together - lacking community

Internal communications are limited

We are not a collective - and the challenge is that some think we are which creates unrealistic expectations

Starvation mindset (scarcity) - protecting what we have out of scarcity and lacking vision for the future

The corporate structure is a problem - thinks we should be a 'flat organization'

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# Opportunities:

## Group 1.

The trend is definitely streaming and podcasts, people listening in different ways.

It's a goal - we should do this much better.

Maybe someday, we won't broadcast over the airwaves.

## Group 2:

- We don't have the resources to implement all these great ideas - not sure how
- Co-sponsorships are great but we don't have the personpower
- We have listeners that are passionate about alternative viewpoints, we need a forum for this
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Staff are passionate about forming relationships (external)

Podcasting; web presence; social media

Station improvements - open up, create an inviting space

Education - youth collective; live music; events

Expand listener base - become more visible in media marketplace

Outreach and expansion of the core group of volunteers

Become more connected to local media (WW, PDX Merc) \*SR not seen as relevant

Hiring a new dev director - opp for external funding/connections/relationships/revenue

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Group 1.

Let's make finding shows that we like - make it easier to find them. Especially loyal listeners. Like stickiness - cross promotion.

We should promote NEW shows, too. Strengthen loyalty.

Broaden our planned giving and revenue streams.

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## Opportunities:

Buy an AM radio station

Community sponsorships & relationship building (external)

Need a marketing position focused on outreach

Generate revenue by renting our space for meetings

The board increase efforts in engaging major donors, fundraising & membership procurement

Opening up our space & building/nurturing community

Education! Tabling & participating at community events - presence

Develop strategy for planned giving

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Group 2

- Need to do a safety overhaul (stuff in the attic etc)
- Is the future work from home or a physical space? Do we actually need the physical space?
- Staff, board, and volunteers should all agree that we need a physical space.
- Would love to see an expanded space to make room for more opportunities
- There was a strategy for planned giving but there were roadblocks and still hard to execute due to lack of resource. Dev director will help when hired

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Group 1.

How do we get the numbers of listeners and donors?

Could we find out how shows are rated?

Expand local content. Many other media outlets are decreasing local reporting and content. We can pick it up and do more. We could do election and city hall reporting. Interviewing candidates, etc.

We can also focus on other non-profits, like a report on Street Roots.

Maybe we could expand the number of translators across Oregon - like at the coast. Can we provide more programming for people in Corvallis and Hood River? Maybe people in those places could do a show or two.

Maybe share content with the sister station in Astoria.

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## Opportunities:

Group 2 notes:

- Bullet 2 - we need more volunteers to implement!
- Try to market our content to other stations - syndication
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Continue & deepen focus on music genres that are not well served by other stations

Strengthen/expand local news content & public affairs

Build & strengthen relationships with arts, music venues, other nonprofit orgs

Expand across the state of Oregon

Improve our space - make more attractive, redefine the spaces, make more inviting in an effort to bring external partners/community into KBOO

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Group 1.

#2, meaning podcasting - people are moving to "digital"

Long-time donors and listeners are declining in numbers and this includes volunteers and programmers. We have to attract new people.

Maybe HVAC will help solve the reluctance to come to the station. Some of the problem is communication and some is isolation - more communication would help.

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## Threats:

Group 2 notes:

- Not intentionally engaging youth - does this mean to prevent our members from aging out?
- Podcasting should be automatic - it promotes discovery of KBOO

Inflation! Plus \$200K deficit budget

Need to move to digital realm - do we have the skillset?

Building location & concerns of safety (unlocked doors, parking)

Not intentionally engaging with youth

Our lack of podcasting

Covid has been a threat to our culture & volunteer base

Masking and vaccine requirements has alienated some from being involved

Wages that are not livable wages (minimum wage is not a livable wage)

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## Group 1.

Program evaluation is time intensive. Evaluation about whether announcements were being done properly, etc., has been done, but it wasn't about content.

Maybe a community survey would help us determine what programs are "popular" - though we don't want to exclude shows that appeal to small-audience demographics.

Do a survey to find out how listeners feel about various shows.

About the bylaws - it's pretty similar to other nonprofits in Oregon. Not sure what's meant by "overly restrictive."

Because of the union, there are many protocols and steps to achieving anything.

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## Threats:

### Group 2 notes:

- Changing programming can be a problem if people feel threatened. We need a structure for evaluating programs. (NO RESOURCE FOR THIS?)
- Need outreach to BIPOC folks for volunteering - go to diverse community events and KBOO make more effort to connect

A 'collage' of programming - there is no plan around our programming. If you get a slot, you have it until you die. There is no evaluation; no expiration date

Mostly male and white across KBOO (staff, volunteers/programmers, board)

Lack of understanding (by staff) of the board bylaws - seem overly restrictive

The next five years are critical!

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## Threats:

Group 2 notes;

- Misunderstanding of organizational objectives vs programming content objectives. These are separate but go together

Group 1.

We need to evaluate this process and carry lessons learned forward to next time.

2019: this year was frequently mentioned in these dialogues - a sense of toxicity that carries forward. Racism explicitly named

Declining donor base

Declining membership

Lack of evaluation of our plans/strategies

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## What's missing?

### In office notes on Strengths:

KBOO has been run by people in there 70's and they are going, while we have their value currently, they are quickly fading. We have the ability to interview and build on that institutional knowledge.

KBOO has a structure that could easily shift to being head of the pack in terms of producing newer aspects of radio/video components. The video aspect; newer aspects of sharing radio need to be explored.

There are younger generations interested in radio – KBOO doesn't have the recruitment strategy

KBOO patterns missed opportunities. (cultural issues)

Programming is working on evaluation of programs

We are a full-power radio station compared to many of the small-form radio station; we cover the entire portland radio area.

We are the oldest operating FM radio station in the U.S. a nostalgic brand. We are in college textbooks.

We have shifted to a staffed-radio from a volunteer radio – and are now have potential to grow from a 1 million to a much larger budgetted org.

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## What's missing?

### In office notes on Weaknesses:

KBOO doesn't have a programming plan / no clear evolutionary plan – ability to change.

Communication – lack of sharing of what is going on – who is doing what, how are things being done. News in sharing incidentally, no clear communication.

Imperfect knowledge means decision making is flawed and we are missed on on the big news items.

Nobody answering the phone consistently shared outside welcoming into.

No clear definition of terms.

More on no clear decision and when are decisions are decided.

Decision-making is not clearly outlined.

Incentive structure for volunteers – why should programmers stay with KBOO? (Suggestion that when people come in here – bringing them into community – Brenden can/will expand)

investment in volunteer plan

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## **In office notes on Opportunities:**

We have a relationship with Street roots and a lot of partners in rural communities that we could build relationships with maybe college station relationships

“We can be heard in estacada perfectly” Ona

Partners with local orgs and other radio stations that would have ability on our new transmitter with the extra channels (THIS WAS A REALLY LIKED IDEA AROUND THE TABLE)

Smoother donations acceptance process - donor stewardship plans

Incentive structure for volunteers; opportunities to locals to try things out; putting people on camera (volunteer stewardship plan)

Outreach / fundraising plan for bringing in more revenue - corporations and/or philanthropists

New LPFM are launching Nov. (partner or view as competition) (our volunteers )

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# What's missing?

## In office notes on Threats:

Buying AM not a good use of resources

Making sure we meet our annual operating revenue

Lack of Transition / succession planning (transitions of staff leave all plans in chaos)

The LPFM could be a threat if programmers prefer there to here

Disconnect from listeners to stations - (Joyce has an example of a listener not feeling heartbroken by KBOO community)

Staff feel heartbroken / burned out by kboo community

No long term plan for what we are doing with the radio station business model

Operate from a starvation mindset as opposed to a invest in us

Don't act out of fear of hurting other people's feelings

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**Welcome to  
day two of  
our  
planning  
session!**

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## **Review:**

- Today's agenda
  - Breaks: Lunch 11:45-12:30 & 2-2:15pm
  - Review of goals from the 2017-20 strategic plan
  - Decision making for today's gathering
    - Discuss current process - staff & board
    - Determine most important elements to decisions and agreements
    - Review decision making process
  - Return to small groups:
    - Define priorities which will come forward to strategic planning committee
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## **Decision making: elements to bring forward (for future strategic planning committee discussion/agreement)**

Be an active participant

Clear communication

Willingness to state the problem and suggest solutions

Have as much access to trends, info as we can to make good decisions

At the end of the decision process - goals, tasks, action items (who is responsible) and next steps

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Cross org participation is vital to our decisions and to this strategy process

Recognition that this is 'non binding' but the intention is deep collaboration that reflects the larger 'will' of the participants

Clarity and goal(s) on the decision being made. \*this occurs through facilitation

Time frames - these need to be present in decision making

Compromise - where/does this fit

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Address potential roadblocks

**NOTE:** we are a member shared organization - consider the strategic planning process and ways to include, involve, inform, invite participation of members/membership throughout the committee planning process -determine this at initial planning meetings and adjust as needed.

Commitment to be/act forward thinking/forward moving

Use of the 'parking lot' concept

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# 3-YEAR STRATEGIC VISION

**KBOO'S VISION FOR 2017-2020 IS TO BECOME OREGON'S COMMUNITY MEDIA HUB, LEVERAGING THE POWER OF THE AIRWAVES TO SUPPORT A REVOLUTION FOR A JUST AND SUSTAINABLE FUTURE.**

We will achieve this through the pursuit of these three strategic goals:

- By 2020, KBOO has deepened its internal and external connections to build “the Beloved Community.”
  - By 2020, KBOO has strengthened its internal systems to live its mission and core values more effectively.
  - By 2020, KBOO’s dynamic programming better serves and engages the local community to connect us with the broader world.
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## What's next ...

- Review the group notes
    - Strengths
    - Weaknesses/challenges
    - Opportunities
    - Threats
    - *Slides 2-17 include comments from zoom groups from Friday*
    - *Slides 18-21 include comments from KBOO in person group from Friday*
  - As you discuss and determine priorities - how can KBOO build on its strengths, ameliorate the weaknesses/challenges; move opportunities forward and defend from possible threats?
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Group 1  
participants:  
Ender, Sherry,  
Chris, Jessica,  
Diablo, Dan, James

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## Zoom: group 1

- 1) **Priority: Expand fundraising to approach a balanced budget.**
    - Internal: capital campaign
    - Example: local nonprofits Youth Music Project and My Voice Music put together very nice fundraising events that would attract big pockets in the Oregon community.
    - Expand Grant Writing
    - Expand Underwriting, awareness of underwriting, i.e. social channels, promos, etc
    - Remember that the money is in big pocket donors
    - Development Director is a key position
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## **2) Membership: develop new strategies to attract new members and increase loyalty of existing members**

- Who do we want to attract? How do we expand our audience?
  - Digital marketing: mailing lists
  - Develop content strategy
  - Strengthen current membership
  - Cross-marketing shows to existing members
  - Emphasizing on-demand listening
  - Improve annual membership meeting, make it a more public and member-friendly event
  - Develop music community calendar, sponsored
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### **3) Engineering/Tech needs:** Expand Engineering and Tech support

- Facilitate investment in engineering needs
  - Be proactive instead of waiting for things to break
  - Increasing the capacity to move forward with engineering needs
  - Develop, update, prioritize 3-year capital budget
  - Opportunity: engineering/tech committees are getting more involved
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# Volunteer retention and participation, recruitment

- Skill sets can be expanded for committees, board and volunteers
  - Recruit volunteers to assist with grant writing
  - Adding more volunteers to committees
  - Expand events to grow awareness of KBOO
  - Using online platforms to promote and recruit volunteers
  - Focus on diversity
    - Bring back Beloved Community, JEDI - Justice, Equality, Diversity, Inclusion
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## **Communication/Tech**

### **Expand KBOO awareness by improving website and app**

- Website is extremely important; improve or create a new website. Archives must remain safe. The intent must be to preserve what programmers have made, posted, archived.
  - KBOO App must be changed, improved. Currently the app is very basic, not linked/in sync with specific website changes, i.e. timeslots.
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## **Embracing current digital media environment: develop a plan for digital media capabilities**

- Podcasting, video streaming, audio streaming.
  - (YouTube, Spotify, TikTok, iHeart Radio, Apple Music, etc)
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## **Facility maintenance: develop a facilities maintenance plan**

- Improve, however also address issues before they become a problem.
  - Listen to staff who are concerned and passionate about having KBOO look good
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KBOO in person participants from Saturday's session include:  
Ona, Jill, Danielle, Mike, Emma, Brendan, Mike, Janet, Joyce

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# AT KBOO Programming

## Strengths

- Underserved populations
- Dedicated business base
- Story telling
- Updating programming direction

## Weaknesses

- Too much syndication – shows coming in
- Not enough going out

## Opportunities

- x

## Threats

- x

# AT KBOO Development

## Strengths

- Lack of solid revenue model
- Creating a stable and forward-looking revenue model stream

## Weaknesses

- Lack solid revenue model
- Creating a stable and forward-looking revenue model stream

## Opportunities

- Staff are passionate about forming relationships (external)
- Develop revenue model including endowments, etc.
- Give new audiences attention – ask, do you want more people to know about you? Sell attention.
- Subscription model, but for sponsors – locals
- We need to recruit people

## Threats

- x

# AT KBOO

## Culture and History – high priority

### ● Strengths

### Weaknesses

- Decline in brand awareness
- Resistance to hurting feelings
- Staff / board relationship
- History of racism
- We went backward on inclusion
- We don't currently have a vision
- Membership declining
- Not sure if we are radio or media station

### Opportunities

- Expand our idea of social media
- Focus on underserved programming
- Strengthen new and public affairs
- Continue to strengthen/expand local news content and public affairs
- Reach out to rural audiences
- Training and mentorship programs

### Threats

- x

# AT KBOO

## Technology – high priority

### ● Strengths

### Weaknesses

- Security
- Software and software knowledge
- Website
- Power Outages
- Internal communications
- Content consumed less over radio
- Non-existent in strength (?)
- We need a podcast strategy

### Opportunities

- Inventory of our equipment and transition plan (the audit)

### Threats

- x

## AT KBOO

### Ideas and solutions

- Assess value of building
  - Audit the equipment
  - Re-think our revenue model
    - We shouldn't ask corps (some disagreement)
    - Grow beyond membership to and partner with non-profits
  - Volunteer incentive program
  - KBOO youth collective, relaunch
    - Community leaders come to speak
    - Educate the youth
  - Live music on multiple platforms
    - Incentives for audience
  - Promote shows on other shows, bring attention to the station
  - Develop a plan for posting to social media and
- Our website and app – remodel
  - Promote local artists
  - Get traffic on site
    - Start a viral posting for local artists
  - Launch podcasts on Spotify – ask Brendon

# AT KBOO

## Infrastructure and Operations – high priority

### Strengths:

- 3 month operating reserve
- Very little debt
- Union staff
- Large volunteer group
- Dedicated board of directors
- Own the building
- Solid savings
- Large broadcast area
- Oldest community radio station
- Full power station

### Weaknesses:

- Underutilized equipment
- Lack of solid revenue model
- Security
- Lack of solid revenue model
- Staff–board relationship

### Opportunities

- Staff are passionate about forming relationships (external)
- Youth collective
- Other media partnerships
- Hiring a new development director
- More media partnerships

### Threats

- THE BUDGET #1 THREAT
  - Need more funding for revenues (or decreased costs)
  - The budget is not sustainable
  - Baby boomers are fading out