

**Golden Valley Community Broadcasters, Inc.**  
**KZFR Community Radio Board of Directors**  
**BOARD MEETING AGENDA**

Board Meeting Date: September 22<sup>nd</sup> 2020  
 Location: Virtual Meeting  
 Commencement Time: 6:00 pm

	<b>Estimated Time</b>
<b>1. Meeting Opening</b> 1.1 Call to Order/Begin Recording/Welcome/Attendance 1.2 Amend/Approve Agenda 1.3 Amend/Approve Previous Minutes 1.4 Public Input/Correspondence 1.5 Announcements	5 minutes
<b>2. Action Items</b> 2.1	0 minutes
<b>3. Staff and Committee Updates</b> 3.1 Committee Reports 3.1.1 Executive Committee 3.1.2 Program Committee (PC) 3.1.3 Community Advisory Board (CAB) 3.1.4 Fundraising Committee 3.1.5 Document Review Committee 3.1.6 News Department Committee	20 minutes
<b>4. Matters for Discussion</b> 4.1 News Programming 4.2 Strategic Planning (30 Minutes)	90 minutes
<b>5. Meeting Finalization</b> 5.1 Review Items for next BOD Agenda 5.1.1 All Station Meeting Postponed until October. Messaging to be determined prior to next board meeting. 5.1.2 Review of Programmer's Handbook (DRC)  5.2 Meeting close/Thank You  Next BOD meeting scheduled for Tuesday, October 13 <sup>th</sup> at 6PM via Zoom.	5 minutes
<b>6. Closed Session</b>	0 minutes

**Golden Valley Community Broadcasters, Inc.**  
**KZFR Community Radio Board of Directors**  
**BOARD MEETING MINUTES**

Board Meeting Date: September 22<sup>nd</sup> 2020  
Location: Virtual Meeting  
Commencement Time: 6:00 pm

**1. Meeting Opening – 6:01 pm**

**1.1 Call to Order/Begin Recording/Welcome/Attendance**

- BOD: Mercedes Macías, Rob Davidson, Courtney Farrell, John Burge, Steve O’Bryan, Bobbi Tryon, Paul O’Rourke-Babb, Jeannie Trizzino, Sandra Morales-Miller, Ken Pordes, Dan Joseph
- Staff: Rick Anderson, Grant Parks, Ray Laager, Leah McKean
- Guests: Rose Febbo, Davy Andrek, Jan Bielfelt

**1.2 Amend/Approve Agenda**

- Added space for Announcements
- All in favor of approval

**1.3 Amend/Approve Previous Minutes**

- 9/8 Meeting minutes will be presented for review and approval for the 10/13 meeting

**1.4 Public Input/Correspondence**

- Jeannie: KZFR Programmer’s private FB group repost of a comment from a listener; very critical regarding the Station’s lack of current coverage during local emergencies and not providing enough info about other info regarding the Bear Fire. Prompted a productive discussion regarding guidance for Programmer’s in disaster situations.
- Leah: It was pretty harsh – “Station is asking for money and pledges while people are dying” – and Steve O said he’d draft something for how to address what we do during emergency situations so that Programmers have something that guides them on what to do
- Paul: Also wanted to draw attention to this discussion.
- Jan: Here tonight because of this discussion.

**1.5 Announcements**

- Mercedes: Chico State lecture free on Zoom Thursday at 4:30 pm for this year’s Book in Common, *How to be an Anti-Racist: Walking the Talk*
- Paul: Phone number has been restored, please disregard temporary #.

**2. Action Items**

None.

### 3. Staff and Committee Updates

#### 3.1 Committee Reports

##### 3.1.1 Executive Committee - Mercedes

- Meeting regularly, as scheduled. Last met yesterday on 9/21.
- Treasurer's Job Description section rewrite to be completed next

##### 3.1.2 Program Committee (PC) - Rick

*Please see attached minutes*

- Met on Sept 14<sup>th</sup>, meeting minutes came out on Sunday 9/20
- 4 out of 7 PC members present plus Rick, 3 Board members in attendance
- Sandra informed during BOD meeting that she is hosting Beatle Nation; Rose asked Rick if he's spoken to Sandra about this show – he said no. Rick attempted to speak with Sandra during this meeting but was redirected by moderator to allow keeping of agenda. Rick will connect w/Sandra.

##### 3.1.3 Community Advisory Board (CAB) – Rob

- To meet in November

##### 3.1.4 Fundraising Committee – Courtney

- Has not met since last Board Meeting
- Next meeting scheduled for Thursday October 1<sup>st</sup> at 5:30PM

##### 3.1.5 Document Review Committee – Rob

- Has not met
- Draft of Programmer's Handbook to be discussed at first October BOD meeting

##### 3.1.6 News Department Committee – Paul

- Met on 9/21 – been meeting weekly for past several meetings
- Discussed delaying the “All Station Meeting” to allow all to better prepare for the discussion
- Follow up discussion regarding potential collaborations with other media partners, contractors, etc., who may be interested in working with us on the News Dept. to help the community to deliver the news content that people need and want and isn't being offered in this format elsewhere
- General committee discussion: initial discussion was regarding a specific matrix proposal, there are now other proposals. The matrix is important but not the only component of the potential News Dept and how it will work for our listeners. The matrix is not the only focus of the committee.
- Will be working on the pieces needed to create a department which serves our mission statement and benefits the station in all ways
- Welcomes hearing from all BOD regarding ideas, concerns, and steps forward
- Preliminary to today's meeting, we have been discussing the necessity of the Board having a conversation regarding the Matrix, what we are doing as the NDC, and what the PC is doing
- Next meeting is 10/12 at 5pm

## 4. Matters for Discussion

### 4.1 News Programming

- Paul: Discussed the necessity for the BOD to have input on the matrix and the process of what the committee has been doing and increasing future collaboration between PC and NDC – to arrange joint meetings?
- Two main aspects of the process: establishing content, news production, seeking a potential coordinator (explored budget items), delivery and promotion to support success
- The NDC proposal and objective is the foundation and framing structure of the department. PC is already responsible for programming once the framework is set by BOD
- NDC would like to hear from the BOD
- General intent of the NDC was to do three things:
  - Return to our basic non profit mission statement – provide news that reflects the needs, perspectives and prerogatives of community members that are not being met currently
  - Exceed current program or programmer needs by providing listeners consistent time slot of news programming
  - To have an entity that adds to the station’s work and structure that are a benefit to more diverse listeners and to station
- Bobbi: in the last few weeks we came forward with a strong matrix proposal that was looked at a few times with limited discussion. PC and others asked to look at it. This past week the NDC thought up a potential solution which could produce a smooth transition to bands without a big “upheaval”
- Mercedes: Tonight’s purpose is to talk about news in general, but proposals can be brought up. Would like to hear personal input from folks as individuals VS as reps from committees; what is the difference between “the Matrix,” “the Program Guide,” and “the Schedule?”
- Bobbi: In 2002-03, the Original Program Matrix was created as a place for listeners to know where shows were placed, gave the history of the matrix. We had a morning band, with 8-9AM for Democracy Now!, 11:30AM-12:30M for news/PA, and then from 5-7PM for an evening news/PA band. Over time music took the place of news/PA programming. Steve Scarborough., Jake Sprecher, and Chris Nelson from the PC proposed looking back to this original matrix to allow for more news programming; programmers will still be disrupted but not as much as before
- Mercedes: solicited input from the guests
- Davy: Here to learn and would like to provide input if appropriate. He is a mental health advocate providing peer support through his art. Davy is a CAB member of KZFR.
- Rose: Served on the original matrix committee in 2002. Painstaking work to develop that. Would like to see more local news and supports going back to the original matrix. Previously had a PA Program which was excluded from that branding. Matt Fidler has been providing short news programming segments for KZFR– is that in the mix for this planning?
- Mercedes: Matt has been asked to do more but declined as he has current time constraints; this has become an issue of funding – we cannot expect this kind of high-quality, fact-based reporting to come from volunteers. Producing “news” is different than “public affairs” and PA is different from “Talk Radio”. While PA programming often repeats news captured from other sources, the production of news is a first-hand reporting source not just repeating info from other areas. How are we going to fund a person or persons or an entity to promote the local production of this kind of programming?
- Bobbi: Believes we need to pre-emptively clear the space in the schedule in order to expand news/PA. What has been put forth by Steve/Jake/Chris is already the matrix previously adopted by the BOD.
- Jan: Concerned about the costs about running local news given the precarious financial time for everyone – not crazy about putting that kind of stress on the station. When the matrix was originally adopted there was space for all kinds of programming and wants to explore the current matrix as compared to the schedule. Likes to join the BOD meetings periodically to check back in – has been involved with KZFR for nearly 30 years. Concerned about the FB feedback that was discussed at the beginning of the meeting, felt personally attacked by the social media discussion.

- Paul: there are certain aspects of a news department that will cost money. If we were to hire a single coordinator to run things, it would be a lot of money. However, there are things that could be done now that are no-cost or would not cost a significant amount of money and the Board has already moved on one of those options with a contractor. As a previous PA programmer for 15 years with more than 1,000 shows of experience on the air, it is much more difficult to consistently keep local PA/news on the air regularly than it is to keep music programming for a variety of reasons. We want to focus on local and regional news, but we don't want to preclude the option of incorporating syndicated PA/news programs in the event that space needs to be filled. We don't necessarily need to spend a huge amount of money in order to create and expand a news department.
- Davy: Has it been considered to collaborate with other news sources to defray costs and deliver the same services? (Yes – partnerships with local news sources are being discussed.)
- Dan: Good that long-time KZFR family are present in current conversations to help provide context in remembering the original matrix to help provide perspective. The discussion is going through the process of trying to find the dollar value of loss versus gain for adding or subtracting programming with consideration of pledge drives and some of the biggest money-making music shows. The gain is more about the local news and community building that will be provided. While there will be costs due to overhead, we need to consider all cost benefits or trade offs with regard to increased news/PA
- Ken: News and local information programming is at the forefront of everyone's day-to-day lives minds. It has a great value, financially and intrinsically. KCHO/NSPR change could result in a loss of local news. This provides a great opportunity for KZFR to step up to help fill that gap and show the community that this is a priority for us. In looking into the original matrix (11:30AM-12:30PM) versus the recent matrix proposal shows an afternoon news/PA programming band falling into a 1-2PM slot; during the lunch hour when people may be tuning out from their jobs and tuning into the radio might be more preferable. Does not think there should be much push back from reducing the 3 and 2.5 hour music shows to 2 hour blocks. Can use AP and other sources at substantial low costs.
- Bobbi: The first matrix proposal from NDC was "a bomb," cutting programmers to a 2 hour standard block was a big step that upset the applecart too much. That is why she is leaning to this second one (original one) in order to avoid too much upset. Let's not make decisions based only on how much money shows are earning. It makes her uncomfortable that shows which make more money carry more weight at the station. Believes that getting news programming on the air will help with fresh sources of funding and attracting more monthly sustainers. Action attracts action. Taking steps toward our goals gets us closer to the ideal while simply talking does not.
- Paul: Historically there have always been some programs that bring in tons of money and some that don't bring in any and there are many factors which play into that. However, this should not be a barometer of determining worth and importance to the station. Really looking at the ways we can hyper-promote our news/information programming and hyper-promote music within two hours of pledge-drive fundraising in order to run efficiently across the schedule. Dealing with the financial issue is important but how do we hyper promote news?
- Jeannie: Would like to see a phase in, not a change in all three time bands. Wants NDC to consider more thought into how more news/PA programming can be phased in without large disruption. Absolutely we can fundraise outside of pledge drives in order to support any type of fundraising efforts at KZFR for specific items/projects. Fundraising efforts have much room for improvements; notes that her own show has a notable following/listenership but does not bring in large sums of money. The goal is to bring in new listeners and expand the community of KZFR – more regionalized and fill gaps that are missing in terms of outreach to diverse community members
- Courtney: Really appreciates being part of a Board and Staff team willing to have these conversations, what are the next steps? Supports a phased in approach – this seems reasonable and prudent. Understands we need space in the schedule, how do we as a BOD get behind it without repeating certain local shows and raising concerns of fairness among programmers? Would like to see from NDC creative, concrete ideas for increasing news/PA. Just making space in the schedule is not enough – we need to have a solid plan for how to fill that space. Even though we can't do training of new programmers right now due to COVID, how are we going to move forward bringing in new energy?

- Bobbi: Even if BOD reaffirms the previously adopted matrix, we'd need to make changes slowly, move incrementally, see how they evolve, keep an eye on music shows which have encroached on the bands and see how we can plan for future. Thinks we need to acknowledge the matrix and move toward it
- Ray: Understand the frustration of people not involved in the discussion, though the NDC has been active now for months (since June). Steve S., Chris, and Jake have put in a lot of thought to put forth this second matrix proposal, which is a return to the originally adopted matrix. It makes sense, not a major change. We had a proposal for a collaboration with a community partner but Bear Fire caused delays. By the next meeting there may be some concrete proposals in place to discuss. Right now, it's smarter not to disclose which organizations we may be in communication with.
- Mercedes: Historically seems like there has been a tug of war of "news vs. music". Since she sent out the "All Station" call to action email, the discussion seems to have calmed down. The hard work of all who are working cooperatively has contributed to this being a productive conversation instead of it continuing to be contentious. Regarding the concept of "bands" of music or "non-music," she is of a younger generation and is used to being able to access on-demand music and news/PA from online sources – how relevant are the concept of "bands" in 2020 – do we need to adopt a matrix based on bands when there are other avenues available such as online streaming, archives, podcasts, etc? Please keep in mind that this is an intergenerational conversation on the Board and we should be considering intergenerational listenership when discussing our strategic planning
- Rick: Band programming is an antiquated method of scheduling in 2020. Under 35 doesn't listen to radio that way. They are looking for the best shows for their interests, not looking for specific "bands" of time. It is why the station has been trying to branch out to on-demand platforms. It is why Rick/Grant/Programmers on the air directs folks to the archives nearly every day when they call in with questions regarding past shows on specific topics; conceivably, this is how we could categorize and provide news/PA programming better. Still seems like turf battle, talking about percentages of news/PA vs music and counting hours – this is not an attempt to get the best programs on the air at the best times. Rick will provide the BOD, the PC, and the NDC with a walk through of who the programmers are delivering our content. Their stories are important to them and to listeners and to the station. They are people with feelings and not simply programs on a piece of paper. Providing slots for certain things isn't necessarily the way to do it. That concept creates a demand for filler from out of the area. Our median age listener is 58 years old. How do we grow younger? Not to exclude the older people who have supported the station for the last 30 year, but we need to expand our younger programmers, expand archive system, etc. Matt Fidler is still willing to help produce more news..
- Paul: Would like to hear more from all Staff about their day-to-day interactions which should affect the way the committees make suggestions. The Board and its committees can't make proper suggestions without timely input from Staff regarding reality of station, we don't have a clear idea of what's going on most of the time. Reports need to be provided regularly and information needs to be detailed and relevant. Agrees with the need to expand and improve archiving. Polls from multiple news sources across the country show that most people today don't get their news from analog radio. Paul has been bringing up the need for improved archiving for at least 4 years. Other radio stations have archives stretching back decades. Our archiving has been only 2 weeks for a while now. He does not know whether band-programming is the best for the station, is willing to consider something new as more data is collected. Has been reaching out to various other stations regarding these questions in order to get a wider breadth of knowledge. Music licenses have presented challenges for KZFR archiving. Regarding the issue of community members who are affronted with the station hosting a pledge drive asking for money while they were fleeing for their lives in a natural disaster, this is a practical matter of what we are providing vs. what is actively happening in our community at that time, we are in a state of ongoing crises in our community, in the region, in the state, in the country. We have lost our purpose if we can no longer provide that information to our community in a live, on-demand way during crisis
- Bobbi: Improving archiving will certainly help serve younger listeners. How would we let younger people know where to go to access such archive files? Can this system be better? Older listeners are the ones who fund our station. People in their cars want to be able to access bands of time in the schedule. Letting go of rhyme and reason, our long-time proven methods of delivering content in an organized way may eventually come, but it is too soon to abandon it now.

- Mercedes: Regarding Jan's concerns about the budget for current FY and funding an NDC - \$40K projected deficit for the FY 2020-2021 is a much better projection than the original \$133K which was initially reported to the BOD by GM. We already had a strong mini online-pledge drive which brought in \$22K even during the Bear Fire, listeners did support KZFR during the emergency; we only shot for \$75K in total pledge-drive income for the FY. Other news programming across the country is struggling to address funding in the wake of ad-revenue drying up, it's not just us. Democracy Now! reported on May 19<sup>th</sup> that, in a financial crisis, socio-economic diversity is often the first thing to go when it comes to newsrooms and non-profits across the USA. How are we going to get reliable, fact-checked news and information out to people in our community...Or are we? Seems like we've established we want to do that as an organization. Regarding people listening to the radio in their cars, COVID has greatly reduced travel for both work and leisure, less opportunity for analog listening over the next year while we are stuck in the pandemic.
- Mercedes: In the State of the Station address read by GM this year, there was a suggestion that perhaps for PA/news programming we should have a separate website (kzfr2.org?) Unsure what the intention was behind proposing that; agrees we need to keep exploring what KZFR can be besides radio, but not say that "if you want more news/PA, then y'all can start your own separate radio station apart from KZFR". Not sure if that is how the suggestion was meant, but doesn't want to create a separate KZFR for the things she cares about, there is a place for both to co-exist in harmony and she wants to nurture that space, not contribute to any "turf wars"
- Bobbi: feels like the "turf war" is fading away with productive discussions. News/PA isn't asking for a majority of hours, but just a basic baseline of a little bit more. Feels that the tug-o-war is more of a historical reference, and now we are working on a positive project moving forward
- Steve: KCHO has handed their programming to CapRadio and diminishing their local news programming by eliminating local programmers for cost savings. Regarding the FB comments from the Bear Fire, Steve's program was the one targeted for providing the pledge drive pitch before the evacuation notices. Going to work on having a better response to disasters while programming. Concerns about past programmers in the PA space that offend community groups with biased, bigoted, or otherwise inappropriate programming. We want to have good news, not biased news. Need to be conscious about what is said on news programming. Be mindful about who we put on the air to deliver news/information. We put ourselves in a difficult situation financially if we start airing controversial, radical news/information which could wind the station into a community boycott. It's a delicate balance we have to walk in order to put out good PA programming without offending people. Sometimes it's best to try to get the money a year or two in advance to avoid potential boycotts.
- Mercedes: "Truth" is controversial these days, is mission statement is to deliver news, facts, and information to serve community members. Moral cowardice should never be a reason for non-action.
- Paul: Shouldn't have to be a music programmer's responsibility to deliver news or disaster info; we shouldn't have to depend on music programmers to get information out. This is why we need the NDC to explore how to deliver more quality, local, relevant content. If we neglect our duty to provide news/information which will upset the status quo, our silence fuels the haters' narratives. The status quo has more money and resources to get propaganda out. Many voices from marginalized voices are hidden or suppressed in our community and we have a responsibility to amplify those voices. Fear will always win out if it's not combated with love and truth-telling. We have to be really careful about what the word "radical" might mean. Many great ideas are radical ("from the root") in the sense that they challenge the institutions and systems of the status quo. This is different from the radicalism that comes from various hate-groups pushing their misinformation and fear-mongering.
- Leah: There is always going to be a danger of upsetting people when delivering news programs, some people make it political or claim it's opinion when they don't like it. We always need to be careful of watching hate speech. If we can bring more news back to KZFR and return to what the matrix actually is, we are more likely to gain respect from the community. Knows from people who have reported from the community over the years that we have lost respect in some of the community and are viewed as "the party station."
- Paul: Request – what are the resources that are needed for this, both human and financial so we can start to devise a coherent plan. Does the Board have any specific things to pass to us as a committee to be working on at this point? Please email any suggestions or comments to the NDC.

- Leah: on the website Grant created a tab for the NDC and agendas/minutes are posted there, along with Public Comment Form.
- Paul: Please send everything to the [ndc@kzfr.org](mailto:ndc@kzfr.org) so it goes to all committee members, doesn't need to be filtered through him.
- Bobbi: This matrix discussion might need to go to the PC for deliberations, not be a Board vote.

#### 4.2 Strategic Planning – Courtney

- Consolidated suggestions for additions and questions about the process
- There were several common-threads and consistent themes in different responses, people seem to know where we stand
- Compiled the following key points:
  - Have strong and loyal listening audience
  - Great programming for what it is right now
  - Great volunteers
  - Capable and dedicated staff mentioned
  - Lack of local programming, lack of news programming
  - Need to expand technological capacity, want to increase online access/podcasts
  - Desire for Board-operation training
  - Need to increase diversification of our demography and promote inclusivity
  - Diversify revenue stream
  - Poor communication
- Need to add long-term, tangible goals we can focus on for the next 6-12 months
- Assess staff capacity and skills – do we have what we need?
- Add fundraising suggestions – direct appeals
- “Loud and Local” was a common feeling
- While COVID is horrible, how can we turn this experience into an opportunity to grow?
- We need to cultivate our current donors and ensure that we retain them. We will be in emergency situations in the North State for year – this is our life now.
- CSUC students want to be engaged and involved – how do we involve them?
- Succession planning takes more time than organizations usually realize. We need to get started now and make a decision about the hiring process. How are we going to conduct the job offering and search? Identify the qualities and skills wanted in a successor, with a great deal of sensitivity.
- A date for GM's retirement needs to be set and a plan put in place by the end of the year that we will need to work backwards from in order to achieve goals
- Succession planning must include entire Board; discussions/decisions occur together and not in subcommittees
- Advocating for 3 really strong organizational goals by the end of November at the latest. Let's set deadlines, parameters, and delegate tasks to designated people to ensure they get completed.
- Paul: The long-term planning goals and the succession planning goals need to be guided by a carefully tailored GM Job Description. Do we have the people at the Station right now in order to do all the jobs we need them to be doing? Do we need to hire additional assistance? What are we really asking people to bring to us? Among NFCB and GRC there are many places to go to determine where we might find a succession planning which works. One of the things that KZFR allows us is that we do really well with direct-appeals when we can get people excited, i.e.: “Power to the Tower.” Admittedly, this was pretty profound because if we weren't funded to fix the tower, we wouldn't exist. Still, direct appeals to listeners we have and listeners we don't have will be prudent. Do we reach out to the local Black Lives Matter leaders, for instance, and see how we can directly support and amplify them in mutually beneficial ways? How do we identify opportunities for direct community engagement and expansion?

- Rob: Thanks to Courtney for taking on this hard, necessary work. Succession Planning is long-term planning. The move we have to make in the next few months, whenever it is exactly that Rick steps aside, is a really important moment, a really important opportunity for the Station. Wants to stress the urgency of Courtney's point – we need to move soon, sooner than some might think, to start planning for it. It's a question of dreaming up where we want to see the Station in 5 years with the next GM. We need to really get on that. It's almost October. We can't afford to not start moving on that and have those conversations and be ready, make the decisions we have to make about how to approach the hire, but also envisioning what it is the Station and the Board is looking for in the next paradigm.
- Bobbi: Also appreciates Courtney's work on this. The big bucket is organizing this transition and it needs to start now. Is it committee work?
- Mercedes: To amplify Courtney's point from earlier, this process of how we are going to move forward as an organization is a process involving the entire Board and Staff being in constant communication about what our needs, what our wants are, what our weaknesses are, and this is what Courtney is compiling. Whatever course the Board decides to take, whether we decide to open a hiring process and interview a lot of people before choosing someone, or whether we choose to promote internally, either choice is going to take careful planning and professional development. We need to look at the situation in a sensitive but very honest way where we ask what are our strengths and weaknesses in current staff? This is everything Courtney is doing with leading the Strategic Planning process. How can we support the staff we already have? Will the staff we have take on different roles? Are we going to have to hire additional people to facilitate support of the Staff we do have? There are so many different ways this can go. This has to be a collaborative discussion where no one should be left out or feel they need to sit out from the discussion for whatever reasons. Everyone needs to be involved.
- Courtney: This is what she does for a professional – with large organizations, small organizations. Completely agrees that everyone needs to be involved. Things should not be handled in side committees. Rob is correct, this is not just what will come in the next year, but what might come in the next 3-5 years, whatever can be predicted despite everything changing everyday. Works with an org that has one staff member and is driven by a Board. It works amazingly well because there is incredible respect, sensitivity, honesty, transparency, and authenticity between all at all times. Requests this same level of professionalism and integrity in KZFR's process.
- Mercedes: Sometimes people who are critical of something are characterized as being negative, pessimistic, terrible, horrible people. Would like to reframe that. You shouldn't criticize something unless you believe it can be better, unless you believe in the development and the growth of that thing and you want to support and help the growth of that thing. That's where we ought to be coming from in the next several weeks and months and as long as we are on this Board. Please criticize KZFR from a loving, constructive standpoint. Here's something we could do better – here's how we could do it better. Let's criticize because we care and want to work together, not for other reasons.

## **5. Meeting Finalization**

### **5.1 Review Items for next BOD Agenda**

5.1.1 All Station Meeting Postponed until October.

5.1.2 Review of Programmer's Handbook (to be resent; please send Rob feedback prior to next meeting)

5.1.3 Strategic Planning time

### **5.2 Meeting close/Thank You**

Meeting adjourned at 7:59PM.

Next BOD meeting scheduled for Tuesday, October 13<sup>th</sup> at 6PM via Zoom.

**KZFR Program Committee**  
**Minutes of meeting September 14, 2020**  
**Zoom Meeting**

Meeting called to order 12:09 pm

**Members present:** Chris Nelson, Jake Sprecher, Rose Febbo, Steve Scarborough and Rick Anderson, Chair

**Guests present:** Bobbi Tryon, Mercedes Macias and Paul O'Rourke-Babb

**Agenda approved as amended:** Rose requested additional discussion item regarding protocol for offering suggestions to programmers while they are on the air.

**Public Comments:** None

**Minutes of last meeting:** previously approved

**Update from News Department Committee (NDC)** regarding Program Matrix revision suggestions. NDC members Bobbi, Mercedes and Paul explained that the committee was still working in the exploratory phase. Discussion within the NDC and with input from the PC was seen as a necessary step as well as a wider discussion at an all station meeting before a recommendation is brought to the Board of Directors for approval.

A lengthy discussion followed covering a wide range of topics including the history of the Program Matrix, the possible integration of podcasts into the program schedule and the relative roles of the Board and the PC. Rick suggested each member of the PC should identify what changes they would make in the schedule if we were to add more public affairs programming. Chris, Jake and Steve agreed to meet and brainstorm possibilities.

**Beagle Nation** was previously removed from the schedule because the show lacked a certified programmer/host. Rick reported there had been inquiries about bringing the show back by a couple of potential hosts, but thus far no program proposals have been submitted. Jake moved that the Thursday 7-7:30pm time slot be filled at least temporarily by a syndicated show until after matrix discussions have been resolved. Approved unanimously. Rick to explore program options and advise.

**Sue Hilderbrand proposal:** Her show was previously approved contingent upon the submittal of an acceptable audio sample. The audio had not been received by the station so final action of determining the show's placement in the schedule was deferred.

**Radio Head Reminder:** Rick brought up the problems caused by programmers who allow their shows to run past the end time of their assigned air shift. It's especially critical, Rick stressed, for pre-recorded shows of a fixed length to start exactly on time. Rick volunteered to speak to specific programmers where they have been complaints. Steve volunteered to produce a reminder for general distribution.

**Amended Agenda Item:** Rose questioned whether it was appropriate as a PC member or as member of the listening audience to call the studio line while a show is in progress to point out things like a mic not being turned on. Rick said he'd prefer that suggestions like that come from a single source and that the correct protocol would be to text him and he would address the situation.

Chris complimented Rick and the staff for the successful 30<sup>th</sup> Anniversary Ale campaign.

Next Meeting set for October 12<sup>th</sup> at noon on Zoom

Meeting adjourned at 1:16pm

Respectfully submitted,  
Steve Scarborough, PC Secretary

Insert  
21 September 2020  
NDC Minutes  
Here

## KZFR STRATEGIC PLANNING 2020-2021

### SWOT Analysis - Methodology

<b>Internal Factors</b>	<b>STRENGTHS</b>
	<b>The best you offer in this particular context:</b>
	1. What advantages does our organization have?
	2. What is the key feature of our best product?
	3. What technologies and resources are available?
4. What is our organization's unique solution?	

<b>Internal Factors</b>	<b>WEAKNESSES</b>
	<b>Everything that prevents growth and improvement:</b>
	1. How qualified and trained are people in the organization?
	2. List some reasons that caused decrease in revenue/sales in the past
	3. Does the organization receive any complaints regularly?
4. What is the operational pain point?	

<b>External Factors</b>	<b>OPPORTUNITIES</b>
	<b>New markets and creative solutions:</b>
	1. Identify any problems without a proper solution on the market
	2. Recognize your competitor's weaknesses or gaps
	3. What interesting trends are you aware of?
4. Be ready for changes in government, lifestyle, and others	

<b>External Factors</b>	<b>THREATS</b>
	<b>External factors which are potential threats for your company:</b>
	1. How is the organization affected by the economic changes?
	2. How does the organization respond to new technologies?
	3. How do you handle legislation and changes in regulation?
4. Is there something in the organizational culture that is a barrier?	

**Action Items & Goals:**

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1. Which opportunities should we pursue? How can we use our strengths to help us succeed?
  2. Which weaknesses can be worked on to help maximize success?
  3. What strategies can we put into place to be prepared for threats?

**KZFR – 90.1 FM**  
**Strategic Planning SWOT Analysis: FY 2020-2021**

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**Strengths:**

- Strong and loyal listening audience
- Quality programming: reliable, long-standing, grand followers, fills a niche in the community that cannot be found elsewhere, 24/7
- Streaming capacity has increased along with some other online and social media presence
- Committed group of volunteers
- Capable and dedicated staff
- Ability to transition/pivot during COVID and other disasters
- Direct engagement with community, listeners, stakeholders

**Weaknesses:**

- Technical capacity of the station: need for upgraded equipment, applications, software, etc.
- Programmer technical capacity: need for increased technical skill development by some programmers
- Decreased revenue due to COVID and other disasters
- BOD training, onboarding programs
- Online access to programming: limited podcasts, challenges with streaming (at times), app development
- Staff responsibilities and resources – managing workloads, stress,
- Perception of lack of diversity, similar-focused programming, limited local programming
- Gaps in BOD skills – lacking legal, HR

**Opportunities:**

- Utilize more online and cloud-based technologies to increase outreach, fundraising, listenership
- Taking advantage of limited local programming (especially with transition of NSPR to CapRadio)
- Add more local: news programming, local business features, local nonprofit organizational information/partnerships, podcasts, blogs
- Build on the increase of listenership due to COVID and shelter-in-place: expand to different demographics, utilize different platforms, improve fundraising strategies
- Increase grant funding
- Better engagement with donors – cultivation and stewardship
- Increase inclusivity and outreach to other groups, University and Community College,

**Threats:**

- Additional or continued disasters or economic downturns
- Station and programming lack of keeping pace with technological equipment and skills
- Lack of diversified revenue streams
- Transactional relationships with donors, listeners and community members

**KZFR – 90.1 FM**  
**Strategic Planning Objectives: FY 2020-2021**

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KZFR is currently celebrating its 30<sup>th</sup> year of operation. The station has many successes to celebrate with a variety of music programs, local connectivity, talented programmers and valued volunteers. The staff is professional and dedicated with a drive for continued growth, engagement with the community and delivery of music and news. COVID-19 and the natural disasters of the past couple of years have challenged not only KZFR but also the entire North State. Planning for the year will be imperative to the livelihood of the station. Below are objectives for focus over the next 12 months including long-term goals.

<p><b><u>Succession Planning</u></b></p> <ul style="list-style-type: none"> <li>• Celebrate Rick’s retirement and growth of the station</li> <li>• Determine process (internal vs. external recruitment)</li> <li>• Identify skills and attributes desired of successor</li> <li>• Set Timeline for transition</li> </ul>	<p><b><u>Fundraising</u></b></p> <ul style="list-style-type: none"> <li>• Critical due to limited or no events</li> <li>• Increased grant writing/fundraising is needed</li> <li>• Committee will focus on alternative ideas: goal is to identify 2-4 focused fundraising efforts over the next 12 months</li> <li>• Set additional goals and timelines</li> </ul>
<p><b><u>Programming</u></b></p> <ul style="list-style-type: none"> <li>• Feedback from current listeners</li> <li>• Feedback from new/potential listeners</li> <li>• Feedback from donors and supporters</li> <li>• Adding variety, new programs, etc.</li> </ul>	<p><b><u>Long-Term Goals</u></b></p> <ul style="list-style-type: none"> <li>• Diversify revenue sources</li> <li>• Increase technological capacity for the station and programmers</li> <li>• Identify goals, set benchmarks and timelines, assign responsibility</li> <li>• Staff Development (positions, training, overall needs)</li> </ul>