

# **2016 – 2021 Strategic Planning Goals**

## **Programming Strategic Goals and Tactics for Achieving Them**

**Goal #1: Devote an additional 3 hours of our weekly schedule to public affairs programming to better reflect the interests, diversity and demographics of our broadcast area, as measured by analysis of program schedule and quarterly reports.**

Tactic 1: Compare WJFF's current quarterly report topics with identified community needs, strategic goals, station mission statement and station vision.

Revise topics if needed to better align with those needs, goals and mission. Share quarterly report data with volunteer producers so that they can utilize it in their program planning.

Need CAB information about community needs.

Streamline process for creating quarterly reports.

Tactic 2: Continue to develop relationships and partnerships with local organizations including schools and non-profits.

Cover local events.

Co-sponsor events with other non-profits

Solicit direct participation of partners in our local programs

Reach out to faculty and students of area schools and colleges to utilize student talents to develop programs attractive and beneficial to potential teen and young adult listeners.

Utilize our website and other social media for cross-promotion.

Tactic 3: Train volunteers in research, interview and production skills needed to produce quality public affairs programming.

Expand production facilities to allow for simultaneous production/training activities so that we can build production capacity.

Allow volunteers to produce stand-alone podcasts in our facilities as a part of their training in order to attract younger volunteers.

Develop training materials.

Expand Youth Radio Project

Facilitate coordination, collaboration and cooperation among local show producers, trainees and the program director.

**Goal #2: Expand our use of alternate means of reaching listeners through new media modes, i.e. utilization of our second HD channel, additional web-streaming, mobile apps, podcasts, program archives, and additional new media outlets as they develop and are appropriate to our needs.**

Tactic 1: By the end of Year 1, increase user-friendliness of our archives.

Tactic 2: By the end of Year 1, expand our podcast offerings to include our pre-recorded non-music programs.

Tactic 3: By the end of Year 2, begin utilizing our second HD channel and a second web-stream to provide an additional outlet for our expanding programming.

Tactic 4: By the end of Year 3, our website should include pages for each local program with show descriptions, links to archives, and topics and/or playlists for each show.

Tactic 5: The general manager and program director should conduct an annual resource assessment to ensure that staff and technology needs are reflected in the upcoming budget.

**Goal #3: Continue to provide and develop entertainment, educational, and general interest programming to meet the needs of our diverse audiences.**

Tactic 1: Expand coverage of local performances, i.e. concerts, musicals, poetry readings, through partnerships with schools, local arts organizations, libraries, and local businesses.

Tactic 2: Work with teaching faculty and administration in our area schools to develop program content and recruit student involvement to report on school events including sports and other extracurricular activities as well as creative content. Provide training opportunities for young people so that they can produce content that can either be included in existing local programs or evolve into freestanding programs for broadcast or podcast.

Tactic 3: Actively seek out programs from our national providers that can provide additional general interest programming that aligns with identified needs. These could sometimes act as "place-holders" as we develop our own programs.

Tactic 4: Add a skills inventory to the volunteer database so that as specific programming needs are identified, the program director can more easily identify potential volunteers to develop new shows.

# Strategic Goals: Community Outreach

## Goal 1. Web Design

Because of the importance of a functional and user-friendly website affecting all functions of the station, this was identified by all parties as a top priority for WJFF.

- Tactic 1: Create a design group consisting of the General Manager, volunteers and community members with web design experience responsible for developing a list of desired components for of the WJFF website and would be responsible for coordinating and overseeing the work of the designated web designer.
- Tactic 2: Survey board, volunteer and the WJFF listening community on what components and characteristics they would like to see in a new website.
- Tactic 3: The website group would be responsible for developing an RFP process to identify a qualified and experienced web designer. Criteria for the desired qualifications of this web designer would be developed by this group before issuing the RFP. WJFF's lawyer would be responsible for developing a contract agreement with the selected individual/group.
- Tactic 4: The web designer could be considered an ad hoc member of the marketing group. (see below)

Goal is to have the website functioning within 12 months from the initiation of strategic goals with periodic updates and additions added as needed. This goal would be reviewed annually and revised as needed.

## Goal 2: Increase our visibility and name recognition in our listening area, ensuring Pennsylvania and eastern Sullivan are well served

- Tactic 1. **Marketing Plan**
  - Create an ongoing work group consisting of staff, volunteers, and consultants to develop a marketing plan for increasing our visibility in all areas within our listening area. Participants in this group would be individuals who have marketing experience and interest. This report would include the following:
    - Description of the demographic characteristics of our area, including age distribution, full time residents vs. seasonal/second home owners, and other pertinent data.

- Recommendations for methods for increasing our name recognition, including print, signage, billboard or other methods with an understanding of budget considerations.
- This group would use information about best practices of other regional non-profit groups in developing branding of the WJFF images.
- Utilize the talents of art students of local high schools, colleges and professional artists in our area to assist in developing designs.
- Create or revise existing survey instruments to be distributed to the general public during events where WJFF participates in order to establish a baseline and evaluate the effectiveness of this marketing campaign. The survey results would be analyzed annually. The results from this survey form could also be used for future mail/online monkey surveys and focus groups. This form would measure our marketing/PR effectiveness. This should not be confused with the community needs assessment process performed by the Community Advisory Board.

Goal would be to create a marketing plan in nine months to present to the BOT. This would be reviewed annually and revised as needed.

- **Tactic 2. Merchandizing Program**

- Create a merchandizing advisory group that would be tasked with exploring new images to represent WJFF. Local artists would be recruited to submit artwork. Images could be used on shirts, hats, tee shirts, coffee mugs that can be distributed and/or sold at various station events and also advertised on the website. The purpose would be to give WJFF a younger, intergenerational-connected image.
- Create an income stream for objects and items sold at events or online. Profit/loss for this program would be evaluated annually.
- Additionally, this merchandizing advisory group would propose an initial budget for the first year.

- **Tactic 3: Ways of measuring the effectiveness:**

- The Development and Community Outreach committee will be responsible for the coordination of the marketing, merchandizing and design groups and create periodic reports
- Establish a baseline of the demographic data about listeners and members (age, geographic, race, religion, etc.) during the first year. Evaluate data annually.
  - Increased business underwriting
  - Annual review of survey results by the marketing group to determine effectiveness, along with making recommendations being sent to the BOT.
  - Goal would be to increase the diversity of our listening and member audience.

**Goal 3: Strengthen and create new relationships with diverse groups that make up our listening area.**

- **Tactic 1: Outreach to our diverse community**
  - WJFF will create a letter to be sent to all business groups, religious organizations, and community organizations expressing our willingness to work with each organizations in terms of providing on-air support, co-sponsorship, information sessions about WJFF (speakers bureau) and willingness to do table events at their events, including onsite broadcasting.
  - Expand our tabling events to be year around, rather than spring, summer and fall.
  - This letter would be created by the General Manager and DCOC.
  - The DCOC would coordinate all scheduling of requested table events and work with the Volunteer Coordinator to recruit volunteers.
- **Tactic 2: At all events, WJFF will emphasize recruitment of new volunteers to become part of the station.**
- **Tactic 3:** Board members would be provided with business cards that can be distributed when they attend other community functions in order to introduce WJFF to individuals and organization not familiar with WJFF’s mission and activities in this area. The cards can be generic vs with the name of the BOT member.
- **Tactic 4: Ways of measuring the effectiveness:**

Using the above demographic information in Goal 1, our outreach would be measured by:

  - Increased membership and volunteers to the station.
  - Increased business underwriting – particularly from businesses in the African-American, Hispanic and Asian communities in our listening area.
  - Annual assessment of the changes in membership and business involvement as a result of this outreach by the General Manager and DCOC to determine its effectiveness, along with making recommendations to the BOT.

**Goal 4: WJFF would become more involved in local chambers of commerce and business groups by becoming members and attending meetings.**

- **Tactic 1:** Staff, BOT and volunteers will be designated as the station’s representative to attend local municipal, chamber and business group meetings and report back to the General Manager and BOT the outstanding issues addressed. Travel expenses (mileage) would be calculated and placed as a line item in the 2017 budget.
- **Tactic 2:** We would survey our volunteers who regularly attend chamber of commerce and town board meetings in New York and Pennsylvania and request that they submit reports on the main issues and concerns addressed during these meetings. If specific towns are not

represented, they would be assigned to BOT members and volunteers who live in these areas if possible.

- Tactic 3: This information would be gathered and summarized the DCOC and reported during regularly scheduled BOT meetings. If there are actions that WJFF can take to educate the listening public on these issues, recommendations will be made by the DCOC.

**Goal 5: Create a board position filled by a local college student**

- Tactic 1: This would be an annual/ one-year term
- Tactic 2: Students would be selected by the BOT from available candidates.
- Tactic 3: This would require a bylaws change, along with a recruitment effort to identify interested individuals from local colleges.

Goal: have this position in place by June 2017.

## **Financial Strategic Goals 2016 – 2021**

**GOAL: WE ADDRESS A SINGLE, OVERRIDING GOAL: TO ENSURE ADEQUATE FINANCIAL RESOURCES TO PROTECT US FROM “BOOM OR BUST” CYCLES AND TO MAINTAIN A STABLE AND SECURE CASH FLOW FOR THE STATION**

Strategy 1: Operational Reserve Fund (Based on the BOT vote at the July Board meeting and discussions we had at the Sept. 17 Strategic Planning session, this proposed strategy will be delayed until we have decided what course of action to take vis-a-vis the Martensen Gift and have financed that decision. This draft language pre-supposes a 2018 policy adoption.)

Recognizing how beneficial a “rainy day fund” has served WJFF in each of the past two years, we are committed to seeing that fund – now referred to as an Operational Reserve Fund – established to ensure the station’s ability to cover unexpected costs that might threaten the viability of the station.

By January 2019 our Operational Reserve Fund will total 42% of the annual budget.

By January 2020 our Operational Reserve Fund will total 44% of the annual budget.

By January 2021 our Operational Reserve Fund will total 46% of the annual budget.

By January 2022 our Operational Reserve Fund will total 48% of the annual budget.

By January 2023 our Operational Reserve Fund will total 50% of the annual budget.

Rick Moyers, in the April 29, 2011 Chronicle of Philanthropy, describes a Non-Profit Operating Reserve Fund a one that “contains liquid, unrestricted assets that an organization can use to support its operations in the event of an unanticipated loss of revenue or increase in expenses.” “Liquid” means that those reserves are either cash or investments that can be quickly converted into cash. “Unrestricted” means that the funds have not been designated for any other purpose by a donor or the organization itself.

The approved Operational Reserve Fund Policy will require a two-thirds super-majority vote of the Board of Trustees for any use of the Fund that reduces its value to below 50% of the annual budget or below the annual target percentages noted above. Additionally, this fund will be kept separate and isolated from the station’s other current assets and investments.

Strategy 2: Create and approve the establishment of an Endowment Fund by July 2017.

Strategy 3: Establish and begin promoting a Planned Giving or Legacy Donor Program by December 2017 that will allow supporters to include the station in their wills and estate planning. While our long-term goal (within 15 years) is to secure at least 10% of our annual

income from bequests in wills and from insurance policy/retirement plan beneficiary designations, our 5-year goal (by Dec. 2022) is to enroll 30 individuals or couples into our WJFF Legacy Honor Roll, marking our appreciation of their Legacy Donations. To achieve these goals we aim to complete the following processes and timelines.

a) By December 2017 a Planned Giving Policy will be adopted by the Board of Trustees. It will include within it protocols for “windfall” gifts.

b) By February 2018 a Planned Giving Committee will be established. It will be charged to develop procedures including “steady-drip marketing” processes. (e.g. Using the Website; Newsletters and Soundings; establishing a WJFF Legacy Donor Honor Roll; assembling supportive testimonials and “stories;” Food for Thought Dinners; Occasional “on-line” appeals; and others)

The committee will also be charged with identifying station founders, past and current leaders, consistent donors, supportive volunteers, and more affluent members of and friends of the station.

c) Direct solicitation of potential Legacy Donors will begin no later than June of 2018.

Strategy 4: Concerned that WJFF relies too much on income raised in its three pledge drives and its annual CPB grant, the station will develop new and improve upon other income streams to fund its regular operational expenses. Beginning with the 2017 budget, we will plan to rely upon our three pledge drives and the CPB grant for no more than 57% of our annual revenues.

a) Increasing revenues will be provided by Sound Support. (Goals: 16% in 2017; 17% in 2018; 18% in 2019; 19% in 2020; 20% in 2021

b) We will seek appropriate grants while guarding against grant requirements which are too restrictive, too cumbersome, or which attempt to influence WJFF policy or programming.

c) We will aggressively market regular underwriting and business support of various events while strictly adhering to FCC and CPB guidelines and station policies. Through business support we will target the following percentages of total income within our annual goals:

2017: 8.5%

2018: 9.0%

2019: 9.5%

2020: 10%

2021: 10.5%

To accomplish these goals we will hire a PT Underwriting Coordinator.

d) As noted earlier, a planned-giving “Legacy” initiative will be implemented.

e) As noted earlier, an Endowment Fund will be established.

Strategy 5: To help insure adequate income from its investments, the Finance Committee will make an annual report on the station's investments, their returns in the prior year and recommendations for the upcoming year.

## **Facilities Goals 2016-21**

1. To make all projects non-toxic and sustained by renewable energy in order to protect health of occupants, lower long term costs and minimize climate impact.
  - Whenever possible, utilize non-toxic, sustainable materials for construction and maintenance
  - Maximize the use of renewable energy sources
  - Prioritize energy efficiency when selecting heating, lighting and other equipment
2. To develop a studio in the eastern part of our broadcast area.
  - Establish relationships with organizations and individuals in the desired area
  - Find suitable locations and analyze short and long term costs for each option
  - Cultivate separate financial resources to support this studio
3. To create additional office space of at least 300 square feet for a total of 550 square feet thus allowing space for volunteer help, the consolidation of records and cubicles or offices for staff.
  - Will improve efficiency of office operations
  - Perform cost analysis/ feasibility study of converting existing space or building new
4. To create or secure an all-purpose community meeting room of at least 600 square feet that can accommodate at least 30 people.
  - Perform cost analysis/ feasibility study of converting existing space or building new
  - Investigate community spaces that may be available at reduced or no cost
5. To create 200 square feet of additional studio space to accommodate four new workstations for production and editing.
  - Analyze and compare costs for different options
6. To create or secure a storage space of at least 900 square feet for use in fundraising events.
  - Consider off-site options as well as developing existing properties
  - Designed for easy access and minimal interference with other station activities
  - Cost/benefit analysis and comparison of each option
7. To provide adequate parking for office, studio, community meeting room and open house events.
  - Prioritize parking for the handicapped, for staff, for on-air volunteers and for visitors.
  - Consult architect to determine appropriate number of parking spaces
8. To install keypad/card swipe entry system for offices, studios and equipment areas in order to address safety and security issues.
  - Codes/cards should be changeable and specific to different access areas

- Analysis and comparison of costs associated with these and other options
9. To install lighting for parking areas and walkways in order to address safety and security issues.
    - Some lights motion activated, some on timers, zoned for different usages
    - Analysis and comparison of costs associated with each option
  10. To bring facilities into code compliance.
    - Build into new construction or alterations
    - Determine current violations and prioritize alterations based on cost analysis
  11. To build and retrofit public areas to create universal access.
    - Build into alterations or new construction
    - Establish a prioritized alteration schedule based on cost analysis
  12. To develop options and strategies for our transmitter location when current lease expires.
    - Stay on current tower
    - Move to another rental tower
    - Build or buy our own tower
  13. To consider all options for the location of our Honesdale studio.
    - Negotiate new lease at our current location in the Cooperage
    - Explore other possible locations in Honesdale area
  14. To redesign existing studios with more visibility and “talkback” features.
    - Get input from staff and volunteers
    - Analyze and compare costs for different options

### **Tech Goals 2016-2021**

1. To improve the quality and stability of the connection between studios and tower transmitter.
  - Research various options looking at short and long term costs as well as security and stability issues
2. To improve the sound quality of our broadcast signal by addressing line interference and acoustical quality of studios.
  - Cost/ benefit analysis of options at different locations
  - Purchase diagnostic equipment that identifies sources of interference
  - Consult with acoustical engineer to determine preferred options

3. To redesign our website to make it more appealing to site visitors as well as easier to maintain.
  - Identify priorities of site visitors
  - Make it easier to change content.
  - Employ social media and interaction tools
  - Compare costs associated with potential web-designers and internet options
4. To better serve and grow our listening audience in the Delaware Valley and Northeast Pennsylvania by adding a repeater transmitter in the area
  - Compare and analyze options based on potential audience growth and associated costs
5. To install our back-up generator.
  - Determine possible locations and costs associated with each option
6. To acquire more portable remote-broadcast and recording equipment in order to increase community participation.
  - Equipment options compared in terms of cost, performance and reliability
  - Equipment assigned to producers by staff
7. To upgrade our computers and integration with telephone system in order to make our operations more efficient and to better serve donors during pledge drives.
  - Cost analysis of different options based on performance and reliability
8. To improve the reach of our signal by raising transmitter on tower.
  - Perform engineering study to determine how our signal would change
  - Cost/benefit analysis comparing increased broadcast potential with short and long term expenses