

WJFF Radio Catskill

Strategic Plan 2022 to 2026

During 2021, board, staff, volunteers and community members came together to develop a new five- year strategic plan for WJFF Radio Catskill. Our purpose was to clarify and build consensus on the station's mission, values, and goals, and long-term vision.

Our Mission:

WJFF Radio Catskill is an independent community voice of the Catskills and Northeast Pennsylvania. We connect listeners through locally focused and globally aware programming in order to inform, entertain, and inspire our communities, and promote understanding among people of diverse social, cultural, and political backgrounds.

Our Values: Radio Catskill is committed to these core values to carry out its mission:

- **Compassion and Inclusivity**
 - We believe that communities of neighbors, listeners, volunteers and staff can be better when we come together. We support each other, participate in good faith, listen with care, make space for others, and deliver honest feedback.
 - We achieve more and are more successful in serving our communities when we are inclusive, open and welcoming.
 - We believe in equity and inclusion in the stories we tell and in the ways we treat each other. We invest in our people and help them chart their way. We have courageous conversations.
- **Curiosity and Creativity**
 - We seek to foster the search for the truth, grounded in facts. We explore and explain the “why” with our audience.
 - Creativity and the arts are vital to our communities and are a hallmark of our service. Our programming celebrates the power of music and culture to enrich our lives!
- **Stewardship and Sustainability**
 - WJFF has a long history of environmental stewardship and commitment to renewable energy.
 - We are dedicated to protecting and celebrating our precious rivers, forests, farms and mountains.

A [SWOT \(Strengths, Weaknesses, Opportunities and Threats\) Analysis](#) was prepared consulting widely throughout our community and this analysis has led us craft these **four strategic priorities**:

1. Foster a larger, more diverse, more representative audience
2. Develop a local news component, and continuing to grow other local programming
3. Expand our digital presence
4. Build the financial foundation to meet these goals

The following **goals and objectives**, organized under four areas of work - local programming, community outreach and audience engagement, fundraising, and capacity building - were developed as our plan for achieving our priorities.

I. Local Programming

Goal: Radio Catskill will develop and increase its local programming, including local news and local cultural programs, to better serve and engage our community.

- 1: Strengthen & Expand Local News Coverage
- 2: Expand Local Music and Cultural Programming & Partnerships

II. Community Outreach, Marketing, Digital Presence and Audience Engagement

Goal: We will build a larger, more diverse, and more inclusive Radio Catskill community through strategies of interpersonal outreach, building partnerships, and relationship and community building.

- 1: Grow and diversify our Radio Catskill community by prioritizing outreach to young people, people of color, long-time and multi-generational residents
- 2: Refocus website design around key functions: elevating original content and engaging donors
- 3: Use social media and email newsletters regularly to cultivate a sense of community and grow WJFF Radio Catskill's audience

III. Fundraising

Goal: Radio Catskill will raise the funds to meet an annual operating budget of \$542,000 by 2026. This will create the capacity to achieve the goals in this Strategic Plan.

- 1: Increase listener donations from \$186K in 2021 to \$250K annually by 2026
- 2: Increase private and public grant income to \$100K annually by 2026
- 3: Increase underwriting income to \$53K annually by 2026
- 4: Increase event income to \$47K annually by 2026
- 5: Develop an Endowment Fund

IV. Capacity Building

Goal: Develop and strengthen the internal capacity of Radio Catskill to sustain its growth and success during the coming years.

- 1-3: Strengthen and build our talent and human resources: Volunteers--Staff--Board
- 4: Determine whether to invest in new frequencies/transmission options
- 5: Manage upgrades to equipment, technology and systems to gain greater efficiency and best serve our listener.