

OCTOBER 2022

STRATEGIC PLAN

2022-2025

WMPG ADVISORY BOARD
STRATEGIC PLAN COMMITTEE

WMPG

RADIO FROM THE UNIVERSITY OF SOUTHERN MAINE
90.9FM • WMPG.ORG

Table of Contents

- ③ Mission Statement
- ④ Introduction / Organization
- ⑤ History of Planning Process
- ⑥ Strategic Concerns
- ⑦ USM
- ⑨ Finances
- ⑩ Facilities
- ⑪ Management
- ⑫ Volunteers
- ⑬ Listener Outreach
- ⑭ Technology
- ⑮ Managing The Plan





MISSION STATEMENT

WMPG empowers University of Southern Maine students and community members to create diverse, innovative, high quality media, foster the exchange of ideas, and celebrate the many cultures of USM and surrounding communities for broadcast to the world.

ORGANIZATION

WMPG is a Non-Commercial Educational FCC licensed radio station owned by the University of Maine System, and is the premier community radio station of southern Maine. Located on the campus of the University of Southern Maine (USM) in Portland, Maine, WMPG broadcasts locally on 90.9FM. It also streams on wmpg.org, and on the WMPG app.

WMPG's transmitter and tower location are on Blackstrap Hill in Falmouth Maine. It has an effective radiated power of 4.5 kilowatts on the 90.9 FM frequency and is licensed to the city of Gorham. The broadcast signal can be heard as far north as Augusta, Maine and west into New Hampshire.

WMPG is managed by three professional staff who fall under the Division of Academic & Student Affairs at USM, and is supported by a mix of USM students, alumni, and community members who keep the radio broadcast running 24/7.

INTRODUCTION / ORGANIZATION

WMPG provides a vital community connection to our listeners, sharing stories and music that engages and builds a sense of community through broadcasting and podcast publishing.

As WMPG celebrates its 50th anniversary in 2023, the station remains committed to delivering diverse, high quality programming, including a wide variety of music, current events, and community and cultural news.



To remain an important part of the Southern Maine community, WMPG will face and address challenges in a rapidly changing 21st century media landscape. As we look ahead to the next 3 years, WMPG has developed a strategic plan that provides a blueprint for WMPG to move forward with seven identified strategic challenges.

1. WMPG is an integral part of the University of Southern Maine (USM), and is committed to building our relationship with the university and providing a voice to a new generation of USM audio producers, while being mindful of our current community listeners.
2. We aim to develop a stable, comprehensive, sustainable and diversified financial base, supported by sound fiscal policies and management.
3. As USM continues to grow, we aim to provide a modern, vibrant multicultural university and community media space, as well as secure an additional broadcasting location in our Gorham campus to serve our local USM students.
4. Our management team is committed to leadership with a focus on diversity, future growth and the health of WMPG.
5. Our volunteers are part of the soul of WMPG. It is crucial that we maintain a diverse, enthusiastic, reliable, well-trained, and committed volunteer team.
6. We must continue to reach out and expand our listener base, especially community members that may be under-represented.
7. As radio and internet technology continues to evolve, we must keep current with the latest technology to ensure relevance.

This plan addresses the challenges faced by WMPG by providing strategies, goals, and objectives to successfully transition into another successful 50 years of community radio excellence.



HISTORY OF PLANNING PROCESS

In late 2021, a small group developed strategic goals in response to USM asking for more accountability from WMPG.

The resulting document, authored by Annella Linton, with input from Claire Holman and Jessica Lockhart, was presented at a WMPG Board meeting. In response, the Board formed the committee which created this three-year strategic plan.

PLANNING COMMITTEE

- Emma Brearley - USM student
- Claire Holman - WMPG volunteer
- Larry Jamieson - Advisory Board member
- Annella Linton - Development Director
- Jessica Lockhart - Program Director
- Hannah Lowell - USM student
- Rodney Mondor - USM Staff appointee to Advisory Board
- Jim Rand- General Manager
- Sebastiane Sacerdoti-Ravenscroft - Advisory Board member
- Bobby Shaddox- Advisory Board member
- Bob Shook - Advisory Board member
- Cole Silva - USM student



STRATEGIC CONCERNS

One of the first efforts undertaken by the committee was to conduct an assessment to determine WMPG's strategic concerns. This work helped the committee clarify the vision for the plan. The committee identified seven strategic concerns facing WMPG over the next three years:

- WMPG's Relationship with the University of Southern Maine (USM)
- Finances
- Facilities
- Management Team
- Volunteers
- Listener Outreach
- Technology

The committee used these strategic concerns to create key takeaways, goals, and objectives that WMPG can implement. In addition, the committee developed specific actions, metrics, and timelines to each objective, so that WMPG can use the plan as a strategic roadmap for the next three years

To ensure that this document is used as intended, specific point persons will take responsibility for monitoring progress and providing updates at WMPG Board meetings.



STRATEGIC CONCERNS

RELATIONSHIP WITH USM

Key Takeaway

Foster a deeper relationship between WMPG and the USM community (student, faculty and administration) to ensure WMPG's relevance to USM.

Goal 1: Increase visibility and participation of USM students at WMPG. By working with relevant student groups and departments, WMPG aims to increase student involvement by 25% through internships, work study, and audio production by 2026.

Year One

Objective 1.1: Measure current student engagement, survey current students of WMPG awareness and listenership and set a goal for increasing and tracking student engagement each semester.

Objective 1.2: Increase visibility at student orientation, USM tabling events, and first weeks of welcome and other events through the semesters as well as holding WMPG specific events, at a minimum, bi-monthly across all campuses.

Objective 1.3: Increase WMPG 'brand' awareness within web presences, social media, print ads and on-air.

Objective 1.4: Continue to recruit and retain a USM intern as a WMPG Student Engagement Coordinator for outreach to students, visibility of WMPG and event management.

Year Two

Objective 1.5: Partner with Admissions, Orientation and other USM groups to ensure WMPG has visibility before and immediately after students make decisions about coming to USM.

Objective 1.6: Fast track students for on-air broadcast.



STRATEGIC CONCERNS

RELATIONSHIP WITH USM

Goal 2: Increase visibility and collaboration with USM Faculty. By working with USM faculty, we can increase WMPG's audio production output by 20% through classes, podcasts and broadcasts by 2026.

Year One

Objective 2.1: Outreach and partner with USM faculty to develop a variety of WMPG-produced media for educational use.

Year Two

Objective 2.2: Train faculty in audio production for on-air broadcast or podcast publishing.

Goal 3: Increase visibility and collaboration between WMPG and the USM administration. Working with the USM administration to increase marketing opportunities, PSAs, and underwriting by 10% by 2026, we aim to build a stronger relationship with USM.

Year One

Objective 3.1: Work with the USM administration to facilitate marketing opportunities through WMPG.

Year Two

Objective 3.2: Foster the relationship between WMPG and USM administration to ensure that WMPG aligns with USM's mission and strategic goals.



STRATEGIC CONCERNS

FINANCES

Key Takeaway

Develop a stable, comprehensive, sustainable and diversified financial base, supported by sound fiscal policies and management.

Goal: Create a sustainable and diversified fundraising strategy through increased business, donor support and USM funding by 2024. This will be achieved through increasing the underwriting program by 15%, creating community support sponsorship packages, donation matches, and specific programming sponsorship and grants.

Year One

Objective 1.1: Establish a comprehensive funding structure by the end of 2023 and align WMPGs fiscal policies with USM.

Objective 1.2: Work with USM to secure annual funding.

Objective 1.3: Streamline underwriting using cloud-based software with API capabilities for Customer Relationship Management (CRM) to streamline underwriting and logs.

Year Two

Objective 1.4: Identify the top 25-50 annual donors and work with the USM Foundation to develop specific stewardship cultivation and solicitation strategies to grow their future donations.

Year Three

Objective 1.5: Increase business support with community support sponsorship packages, with a focus on sponsoring specific programming, membership levels, and donation matching.

Objective 1.6: Increase grant support for specific programs/projects by 25%.



STRATEGIC CONCERNS

FACILITIES

Key Takeaway

Secure a permanent modern facility for WMPG in Portland and a physical presence in Gorham. In the interim, identify ways to modernize the existing facility.

Goal 1: Develop a process for obtaining a larger, more modern, and accessible facility for the Portland campus.

Year One

Objective 1.1: Work with USM to obtain a better understanding of USM's plan for the WMPG facility.

Objective 1.2: Inform USM of WMPG's needs regarding a new facility, including location, size, physical and technical requirements, and accessibility, as well as affiliation with the potential USM Media Center.

Year Two

Objective 1.3: Work with USM to expedite the timeline to develop a new facility.

Goal 2: Until a new facility becomes a reality, update the existing facility at 92 Bedford Street by 2024.

Year One

Objective 2.1: Identify and prioritize upgrades, including ADA Compliance, to the existing facility.

Year Two

Objective 2.2: Identify and obtain funds to pay for any upgrades.

Goal 3: Establish a dedicated physical presence on the Gorham campus by 2023.

Year One

Objective 3.1: Identify potential location(s) and options for staffing.

Objective 3.2: Secure funding for WMPG's site in Gorham.



STRATEGIC CONCERNS

MANAGEMENT TEAM

Key Takeaway

Increase the effectiveness and success of WMPG's management team by improving accountability, carrying out performance evaluations, and adjusting staffing and job descriptions to meet the station's needs.

Goal: Develop a staffing model that focuses on accountability and supports future growth, through annual performance reviews and personal development, starting in November 2022. Staffing levels and job descriptions will be reviewed and amended, if needed, in keeping with the needs of WMPG.

Year One

Objective 1.1: Align staffing roles with identified needs and review job descriptions by December 2022.

Objective 1.2: Confirm the annual performance review process (per USM policy and allowing for input from WMPG staff and volunteers) for the WMPG management team and develop steps for completing one cycle by November 2022.

Year Two

Objective 1.3: Provide professional development courses to Management.

Objective 1.4: Identify and secure funds for professional development.



STRATEGIC CONCERNS

VOLUNTEERS

Key Takeaway

Establish a coordinated volunteer program with clear policies and defined responsibilities, resulting in broad university and community support and active participation of a diverse, enthusiastic, reliable, well-trained and committed volunteer team.

Goal: Design and implement a comprehensive volunteer program. By working with the WMPG Programming Director and volunteers, develop a program by 2024 to identify needs that can be met with volunteer support, attract and retain volunteers, provide training, and keep them informed of policies and procedures.

Year One

Objective 1.1: Update and create policies related to volunteers.

Objective 1.2: Update and create volunteer training curriculum and materials, in both English and other languages spoken in the community.

Objective 1.3: Align background check policy for volunteers with that of USM's.

Year Two

Objective 1.4: Create a volunteer recruitment process to attract a wide variety of programming and non-programming volunteers, including USM students, members of the New Mainer and Black, Indigenous, and People of Color (BIPOC) communities, as well as community youth.

Year Three

Objective 1.5: Identify ways to lower geographic, linguistic and socio-economic barriers for volunteer participation.



STRATEGIC CONCERNS

LISTENER OUTREACH

Key Takeaway

Improve and update delivery of content and implement outreach, education and opportunities for involvement that attract diverse listeners, members, volunteers and financial support, while soliciting university and community input.

Goal: Diversify and increase listenership by 20% through surveying current listenership and providing targeted programming for non-English speaking communities and expanding USM student listenership by 2025.

Year One

Objective 1.1: Survey current listenership demographics.

Objective 1.2: Create programming that attracts listeners from our New Mainer, BIPOC and linguistically diverse communities to diversify our audience by 2025.

Year Two

Objective 1.2: Identify and initiate ways to expand listenership among USM students by 2024.

Objective 1.3: Create a marketing/ad campaign to target new listeners both on 90.9FM and on digital platforms.

Year Three

Objective 1.4: Continue to create and promote programming that attracts listeners from our New Mainer, BIPOC and linguistically diverse communities to diversify our audience by 2025.

Objective 1.5: Look into a second online stream for alternate programs and events from Gorham, such as sports, non-FCC approved language, student clubs, etc.



STRATEGIC CONCERNS

TECHNOLOGY

Key Takeaway

Maintain and stay up to date with hardware and software.

Goal: Establish a budget and maintenance schedule for upgrades by 2025. Modernizing our technology will help provide better listening options, which can be accomplished by updating the online media player and archives to make shows more accessible on multiple platforms.

Year One

Objective 1.1: Engage in regular feedback and brainstorm sessions with volunteers to improve the use of the station's technology.

Objective 1.2: Research new media and technologies and attend relevant training workshops and/or conferences.

Year Two

Objective 1.3: Create an inventory of current station hardware and software, which will include: cost, purchase date, license expiration, function, etc.

Objective 1.4: Develop a checklist of new hardware and software to be purchased and create a schedule for reviewing, upgrading and maintaining hardware/software.

Year Three

Objective 1.5: Review current budget for maintenance and upgrades and cross-check with the needs identified in the inventory (Objective 1.3).



MANAGING THE PLAN



This Three-Year Plan is a living document used to communicate the organizational goals of WMPG and the actions needed to achieve those goals. The plan represents the priorities of WMPG at a given moment in time, specifying where energies and resources should be focused. It is an active resource for USM (students, faculty, staff, and administration), volunteers, stakeholders, and the WMPG Management Team to know where the organization is going and actions required to make progress.

The success of the plan is dependent on ongoing management and tracking. This will occur through a series of monitoring and reporting activities. A point person will be responsible for each key strategic takeaway; these individuals, working with this committee and the WMPG Board, will serve as 'project managers' to ensure that the plan is implemented. It will be the responsibility of each point person to determine if we are:

- Achieving our goals and objectives
- Showing progress towards our mission
- Meeting the needs of our stakeholders
- Using our resources efficiently and to the greatest effect

ONGOING MANAGEMENT

Ongoing management of the plan includes reporting activities. WMPG Board meetings will provide each point person the forum to report progress against the plan. The Board will provide support and guidance, as needed, to each point person.

As time passes and the environment evolves at WMPG, the plan may need to be updated. Some goals and objectives may need to be revised or removed as a result of their completion or a change in the environment. This allows for corrective actions to be implemented in a timely manner, as well as providing an informed basis for decision-making and planning.

At the end of 2025, the Board will evaluate the success of the plan, and the committee will use this document as the basis for the development of a new WMPG Five-Year Plan (2026-2030).