
2022-2026 Strategic Plan: 2024 Progress



February 6, 2025

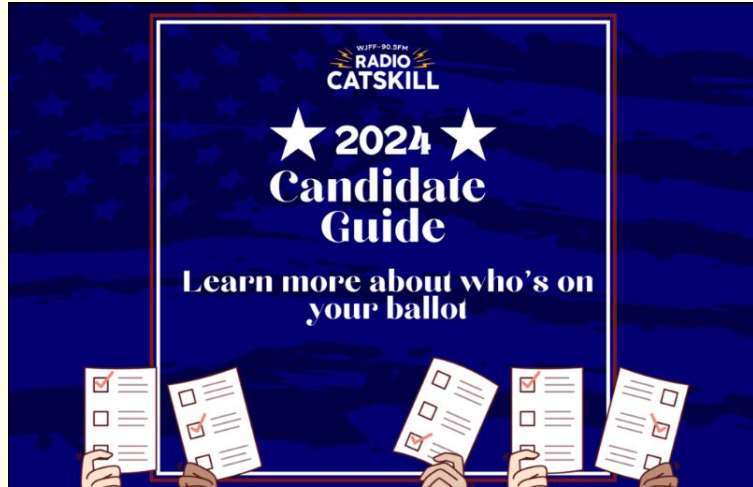
Planning Process

During 2021, board, staff, volunteers and community members came together to develop a new 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. Now in 2025 as we are completing the plan and looking ahead to tackling new challenges that our community radio station faces, we are taking stock of our progress and learnings. This presentation focuses on our progress toward meeting the outgoing strategic plan's goals during the 2024 calendar year.

We thank all the members of our community for your support in helping WJFF grow stronger, more vibrant, and more relevant during the last five years.

A. Local News and Programming

Strengthen & Expand Local News Coverage



- Established extensive network of regional media partnerships
- Expanded election coverage and partnerships
 - Created first-ever voter guide
 - Partnered with Black Library and SC NAACP for candidate forums
 - Rebroadcast La Voz's "Latinos in Local Politics" roundtable
 - Broadcast multiple candidate congressional debates
- Produced weekend news headlines and incorporated breaking news headlines during the week
- Won two NYS Broadcasters Association awards for election night coverage and use of audio in Rosie Starr's *Hard Harvest* report

Strengthen & Expand Local News Coverage



- Secured \$100,000 Press Forward grant to fund local news coverage gaps
 - Hiring local production coordinator in Q1 2025
 - Hiring multimedia reporter in Q1 2025
- Expanded BOCES relationship and had five BOCES interns in the fall 2024 semester focusing on:
 - Audio production
 - Website design and maintenance
- Established paid semester-based journalism internships for NYU students
 - NYU interns file news stories for broadcast, web, and social media

Expand Local Music & Cultural Programming/ Partnerships

- Added three new locally produced programs in 2024:
 - Virtual Soundscapes
 - Ambient Barn
 - Electric Mountain
- Served as media sponsor for broad array of regional cultural events
- Partnered with WSPL for intro to podcasting class
- Hosted One Small Step with StoryCorps and produced 22 conversations from individuals with diverse political backgrounds/identities
- Reached 37 hours/week original programming content



Janus Adams (right) and Farm Arts Juneteenth Rehearsal

Growth Areas

- Continue expanding programming reflective of listening area's diverse community
- Continue seeking program-related partnerships with diverse set of media outlets and organizations



Musicians at the 2024 Spring Gathering

B. Community Outreach and Marketing

Grow and Diversify Radio Catskill Community



Meeting community members at 2024 Apple Pie Palooza!

- Engaged 114+ volunteers, contributing to every element of station operations and programming
- Hosted three volunteer events in 2024 throughout listening community
- Hosted live Tiny Porch Concert at Liberty Studio
- Hosted two music yard sales
- Hosted community pool party at Blue Fox Motel during summer fund drive

Grow and Diversify Radio Catskill Community



- New station marketing in 2024
 - Route 17 electronic billboards
 - Targeted social media campaigns increased reach/followers
 - Media partnerships
- Attracted new donors at higher rate than in previous years
- Continued to publish and grow weekly “Soundings” e-newsletter
- Presented at diverse range of community events

Growth Areas



- Website design has improved, but room for further development; no funding currently budgeted for redesign
- Further expand outreach to youth, minority community members, and long-time residents
- Always room to continue growing social media footprint

C. Fundraising

Increase Annual Donations from \$186K in 2021 to \$275K in 2026



- On track to exceed this goal in 2025 (\$291K in donations budgeted this year)
- Began offering free tickets to Sound Supporters in 2024 and exploring expanded donor benefits program
- Developing geo-targeted campaign to increase donors
- Board assisted in cultivating donors and with lapsed donor outreach
- Expanded planned giving messaging and co-hosted planned giving event
- Aired promos about other ways to give (bequests, qualified charitable distributions, etc)
 - Notified of a \$22,500 planned bequest

Increase Grant Income (non-CPB)



One Small Step planning meeting

- Received three major new grants:
 - One Small Step
 - Press Forward
 - Next Gen Warning System
- Presented request to SC Legislature for first time
- Actively searched and applied for grants (shout out to Pete!)
- Recruited new volunteer with extensive grant-related experience

Increase Underwriting Income from \$30K in 2021 to \$92K in 2026



Donna Fellenberg and Greg Triggs
at the mic

- Exceeded 2026 objective by 7% in 2024
 - Was an outlier year due to large paid PSA package
- Budgeting \$89K in FY25 on track to hit FY26 target
- Gearing up to launch automated system for feeding underwriters into Zetta in 2025, saving staff time

Increase Gross Event Income from \$35K in 2021 to \$57K in 2026



2024 Annual Music Sale

- Fell short of FY24 \$51K goal by 11% (Community Awards missed FY24 goal by 9%.)
- Made strides in event branding, consolidation and identified key event types to narrow focus
- New volunteer equipment-testing process leading to thousands in online sales
- Expanded events hosted by others to benefit Radio Catskill (e.g. Xuberg Duo)

Growth Areas



Rosie Starr with her NYSBA 'Excellence in Broadcasting' Award

- Event revenue
- Expand digitally-focused underwriting packages
- Add underwriting rate sheet to website
- Pursue additional categories of underwriters
- Further board involvement in fundraising, donor outreach, and prospective underwriter connections

D. Capacity Building

Strengthen and Build Talent and Human Resources: Volunteers



Volunteer Kusar Grace at the board

- Continued to offer individualized skill-development for volunteers based on needs/abilities
- Pairing volunteers up for specific volunteer-to-volunteer trainings
- Engaged new volunteers for variety of new roles
 - Music sale equipment testing!
 - Donor database cleanup!
 - Gardening!
- Hosted volunteer events
- Generational shift in volunteer hosts and less training needed for younger volunteers

Strengthen and Build Talent and Human Resources: Staff

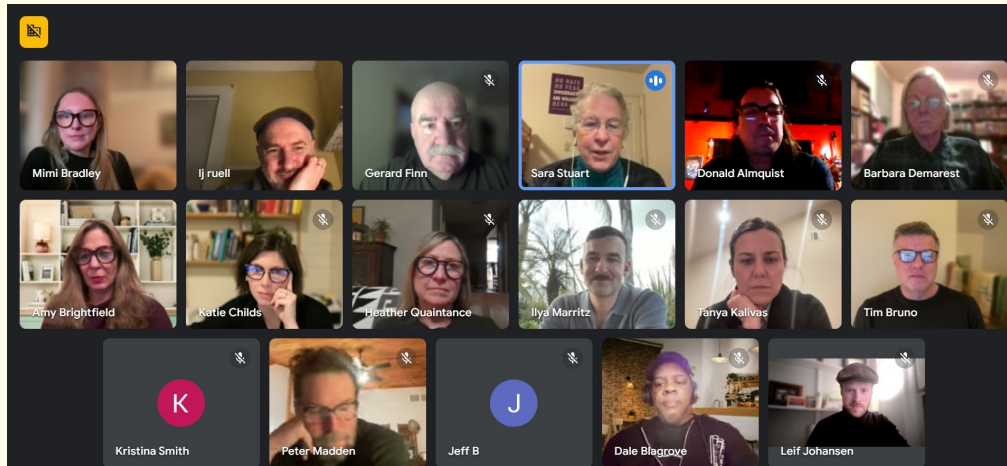


Staff outing with the local producers of *One Small Step*

- In process of hiring part-time operations coordinator
- Patricio Robayo attended writing workshop at Poynter Institute
- Tim continuing to dedicate time to developing each staff member
- Personnel working with Tim on staffing plans
- Finance and personnel supporting Tim on meeting FLSA requirements
- Updated job descriptions

Strengthen and Build Talent and Human Resources: Board

- Created a comprehensive board orientation binder and hosted orientation for new board members
- Hosted leaders at related orgs to speak with RC board
- Tracked progress on strategic plan and began process of building 2026-2030 plan
- Tracked board skills and recruited diverse set of backgrounds and abilities to board



Board members and staff at the 2/6/25 Radio Catskill board meeting

Growth Areas



Celebrating 30 years of longtime volunteer Jesse Ballew's music program *Jambalaya*!

- More volunteer community-building
- Always room to further develop staff skills, and significant training will be needed in 2025 as new employees are on boarded and staff responsibilities shift
- Further diversifying the board
- CAB needs additional attention and development

Thank you for your
support in 2024!

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**LOCAL NEWS
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