WXPR Long Range Plan for 2017 – 2020
November 2016

WXPR Mission:
To inform, entertain, and engage our community. To enrich lives with music, information, and interaction. To build positive lasting relationships in an ever-evolving media environment.

WXPR Vision:
WXPR is an authentic independent voice of Northern Wisconsin. We bring value to our community, and improve the world with our service.

Philosophy
Founded in 1983 as an independent public radio station, WXPR has become a community communications organization primarily serving the Northwoods of Wisconsin and Michigan's Western Upper Peninsula (UP).

WXPR

- Entertains, informs and shares life experiences and concerns with our neighbors, other community organizations and the world.
- Connects with its listeners via terrestrial broadcast, internet streaming, its website, podcasts, social media, and future communication technologies as they become viable.
- Utilizes its small professional staff, board of directors and volunteers, who bring their skills, knowledge and passion to entertain and enlighten listeners and to serve its membership and listening community, and govern the organization.
- Depends on its members and underwriters for more than three quarters of its revenues, which support its employees, operations, the creation of local content and the acquisition of outside content.

Current Reality

1. **Relevance in our community**
   WXPR
   - Brings music and talk shows uniquely tailored to our listening audience by tapping volunteers' knowledge of and passion for the many music genres
   - Covers the news, concerns and interests of our listeners in a way that no other medium duplicates
   - Enriches listeners' understanding of issues by going beyond the 'what' and into the 'why?'

2. **Solvency**
   WXPR is a non-profit and must remain financially solvent, long term.
   - Revenues in the year ended October, 2016 totaled $622,000. 77% came from our members, underwriters, leases from our broadcast tower and events (e.g. Auction). The Corporation for Public Broadcasting (CPB) provided the remaining 23% in the form of grants, which are reviewed annually before being renewed.

- Expenses in the same year totaled $669,000. This paid for employee salaries and benefits, operating costs and expense of producing new and acquiring outside content (e.g. NPR).
- The shortfall was made up from a principal withdrawal from WXPR's CFNCW Endowment fund and restricted reserves from the "Hear the Future" campaign that will be exhausted by October 2017.
- WXPR's ENCO automation must be replaced at a cost of $20,000 and is not budgeted. Additional technology costs are anticipated to deliver content in 'new media" formats.

WXPR's listeners are loyal with much potential for growth.
- Many listeners have tuned in for years and are loyal to the WXPR 'sound' and commitment to its audience.
- Many full and part-time residents count on WXPR to be a part of their day
- WXPR's terrestrial broadcast range covers 10,000 square miles, home to over 200,000 people. But many have not heard of nor listen to WXPR.
- Internet streaming extends WXPR's reach worldwide.

WXPR partners with other community organizations to magnify and diversify its reach
- Arts groups (e.g. ArtStart, Campanile) and business groups (e.g. Boulder Junction Chamber) benefit from and add to our strengths. Many more opportunities are possible.
- Community organizations announce events regularly on-air and on WXPR's web site. Listeners have come to depend on WXPR for information on what's happening.

WXPR has a reputation for honesty, lack of bias, transparency
- Listeners count on news coverage to be "real" and bias-free
- Listeners trust the station to air both sides of an issue

3. **Technology: Radio has become more than just broadcast**
    - Listeners formerly tuned in to their radio but now may stream in real time or from archives, listen on their mobile device or access podcasts that were never aired.
    - Listeners can discover new content via social media. They have an almost infinite choice.
    - WXPR's reach has been greatly magnified with the internet, as has that of our competition.

WXPR'S GOALS FOR 2017 - 2020

1. **Content**
    1. Improve quality of content
        a) Improve on-air host/volunteer training and development; promote to attract more hosts
        b) Develop and modify existing content to maximize relevance to listeners, present and prospective
    2. Increase quantity and availability of local content
        a) Develop shows that examine issues of concern to listeners
        b) Develop podcasts and on-air shows that initiate and capture a conversation with listeners about issues of mutual interest and concern
        c) Focus more on content geared specifically to delivered-on-demand re-play. Promote it through multiple channels and on-air

d) Explore and develop alternative delivery methods for WXPR content, specifically targeted toward mobile devices (e.g. dedicated mobile app for WXPR).

2. **Engagement**
    3. Use in-house knowledge, surveys, personal interviews, social media to find out who listeners are and what they want.
        a) Capture this data and make it accessible and usable by all who interact with listeners.
        b) Use this information to aid in new content development.
    4. Seek and expand partnership opportunities with other community organizations.
        a) Become a part of the fabric of the community through participation and engagement while maintaining journalistic objectivity.

3. **Revenue**
    5. Create and begin a revenue campaign to solve bricks-and-mortar issues and ENCO equipment/software replacement.
        a) Target specific donors, plus manufacturers, contractors, vendors
        b) Seek grants for these specific needs, if available
    6. Increase ongoing annual revenue to at least $700,000.
        a) Develop a compelling story that answers the question, "Why should I write a check?"
        b) Membership engagement program to be developed by Fundraising Committee with input from board and staff.
        c) Create a specific promotion for on-air, mail, email and personal solicitation which details why added revenue is necessary
        d) Develop and expand relationships with large businesses with a presence in the community.