



Long Range Strategic Plan: 2020-2023

Since 1979, WMNF has served as Tampa Bay's community radio station. Our hard-earned longevity as a media organization has been driven by staff, volunteers, and listeners in support of our mission to celebrate cultural diversity and promote equality, peace, and economic justice. After more than forty years, our work is as urgent as ever.

WMNF remains committed to providing independent, high-quality programming to the Tampa Bay area. To that end, the focus of this three-year plan is to forge local bonds and ensure the station's long-term sustainability. Through the actions identified in this plan, we hope to steer the station into the future — providing the music, news, and public affairs that longtime listeners depend on, while attracting new listeners to the WMNF app and airwaves.

The following plan provides a road map focused on strategic priorities, goals, and objectives highlighted in the following sections:

- ▶ **Marketing and Branding** lays the foundation for a series of campaigns to increase community awareness and engagement with the station.
- ▶ **Finance** addresses the station's financial security and presents alternative opportunities for divergent funding sources.
- ▶ **Technology** provides a three-phase proposal to facilitate WMNF's continued transition to a multi-platform outlet.
- ▶ **Diversity** aims to promote an inclusive environment and ensure WMNF reflects the diversity of the community it serves.
- ▶ **Personnel** aims to provide the staff resources for WMNF management to implement the plan.
- ▶ **Policy Review** is designed to ensure policies and procedures allow management to support the station's mission and best interests.





I. Marketing and Branding

Goal: Grow WMNF's name recognition and develop a sustainable member base reflecting the Tampa Bay community.

- 1.1:** Tighten and strengthen the brand in order to present a clear and unified WMNF.
- 1.2:** Launch a marketing campaign to (re)introduce WMNF to the community as a whole.
- 1.3:** Target specific audiences.
- 1.4:** Measure results to determine what's working and adapt accordingly.

II. Technology

Goal: Catch up and keep pace with changes in media production, distribution, and consumption.

- 2.1:** Conduct an analysis of available technologies that can be implemented without considerable changes to the station's fundamental operating scheme. Include these in budget plans and implement thereafter.
- 2.2:** Conduct a thorough investigation into technologies that would fundamentally change how WMNF operates and broadcasts, or those that would need considerable budgetary investment. Present results and implementation plans to the Board of Directors for review.
- 2.3:** Execute plans developed, tested, and approved in 2.2.

Many of our production changes can be viewed in terms of creating a "sandbox." As new content creators engage with WMNF, we provide them tools to use. This supports more creativity as our distribution methods diversify, increases the quantity and diversity of contributors, and enables a more nimble platform in the unforeseen evolution of media. Technology 2.1 and 2.2 will help determine which tools we offer.

III. Finance

Goal: Stabilize the station's finances to ensure a strong capital base that can support continued growth and investment.

- 3.1:** Continue to grow revenue in proven and established ways.
- 3.2:** Seek avenues to diversify revenue sources.

IV. Diversity

Goal: Attract and serve a diverse audience representative of the community.

- 4.1:** Conduct an initial self-examination in which the Diversity and Inclusion Committee evaluates how well WMNF reflects the the community we serve.
- 4.2:** Begin a comprehensive assessment in which the Diversity and Inclusion Committee prepares recommendations on how to most cost-effectively conduct a diversity assessment.
- 4.3:** Conduct a diversity assessment in which an internal or external audit group assesses WMNF to identify barriers that can be removed and bridges that can be built in order to achieve a higher level of diversity.
- 4.4:** Explore the formation of a committee, whose task it may be to recommend and implement ideas to ensure WMNF represents diverse age groups.
- 4.5:** Explore the creation of an internship and mentorship program, which will provide media training to university students and recent graduates who demonstrate an interest in music and news/public affairs programming.
- 4.6:** Assess programming to determine if and how programs hosted by younger volunteers, currently scheduled for late-night hours, can be moved to daytime hours.



88.5 WMNF
COMMUNITY RADIO TAMPA
SEPTEMBER 14, 1979



V. Personnel

Goal: Provide management with the staff resources needed to enact the long range plan.

- 5.1:** Review the marketing and technology initiatives to determine whether the station should hire employees or consultants to fulfill the tasks.
- 5.2:** Consult with the Board of Directors on plans to help coordinate and manage the station's many volunteers.

VI. Policy Review

Goal: Ensure policies serve the station's mission.

- 6.1:** Periodically conduct a review of station policies and procedures.
- 6.2:** Form an ad hoc committee composed of members of the Board of Directors to gather, organize, and assess policy documents.

This plan was created through a collaboration between the Long Range Planning Committee, station management, and community members, including MBA students from the University of Tampa.

WMNF is a listener-supported community radio station and media organization serving the Tampa Bay area. Founded in 1979, our music, news, and public affairs programming celebrates cultural diversity and promotes creative and civic vitality with a grassroots emphasis. We provide broadcasts, streaming services, and special events at 88.5 FM and WMNF.org.



Facebook: WMNFCommunityRadio
Twitter: @wmnf
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