

# WSLR+ Fogartyville

STRATEGIC PLAN  
2022 -2025



# EXECUTIVE SUMMARY

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## A FUTURE OF GROWTH, CHANGE, AND BRINGING THE MISSION TO LIFE

Founded in 2004, by New College students and community members, WSLR has grown into a tremendous asset for the Sarasota community. Our low power community radio station offers diverse local programming supplemented with high quality syndicated shows. Our community space and performance venue, the Fogartyville Community Media and Arts Center offers a diverse range of programs and provides a space for the community to come together to celebrate, educate and entertain.

The organization embarked upon a strategic planning process in January 2021. The process enabled the Board and staff to reflect on their vision and goals for WSLR+Fogartyville. It engaged the Board in small groups, and as a whole in a retreat, and through several other planning sessions. Staff and Board members interviewed stakeholders to gather input on the future of the organization. Several listening sessions were held to get input from community members.

The following plan provides a road map focused on strategic priorities, goals, and objectives organized in the following sections: Program Development, Infrastructure, Resource Development and Organizational Culture.

The **program development goals** outlined in this strategic plan are ambitious, and call for WSLR+Fogartyville to expand our community engagement and impact. They reflect the strong desire of the Board and staff to support underrepresented voices, bringing to life the mission and the principles on which community media was founded.



## Strategic Planning Committee Members

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Ethan Massa, Chair  
Dru Greene  
Brian Jones  
Luke Rosebaro  
Julie Morris  
Annie Murphy, Staff  
Ed Subkis  
Arlene Sweeting, Staff  
Stan Zimmerman

The **infrastructure goals** address perhaps the biggest trial that lies before WSLR+Fogartyville over the next three to five years – how best to master the challenge of growth and change. Disciplined management and leadership will focus the organization on its high-priority goals, and anticipate the technology, governance, personnel, and facility practices needed now and in the future.

The **resource development goals** outlined in this strategic plan call for volunteer and staff leaders to champion a range of initiatives to help secure WSLR+Fogartyville's future sustainability.

The **organizational culture goal** will enable us to put our core values into action. Key qualities WSLR+Fogartyville seeks to cultivate include alignment with our mission, appreciation, trust, inclusion, resilience, teamwork and excellence.





# PROGRAM DEVELOPMENT GOALS

## GOAL: SERVE AS A VITAL CULTURAL AND EDUCATIONAL RESOURCE

### Objectives:

1. Expand program offerings at Fogartyville
2. Encourage interaction with WSLR+Fogartyville's activities and programs by a diversity of people in terms of race, class, gender, geography, age and other demographics.
3. Develop WSLR+Fogartyville as a community "place."
4. Foster more diversity in programming and seek to address a broader range of community concerns and interests.

## GOAL: STRENGTHEN AND SUPPORT COMMUNITY JOURNALISM THAT INCREASES PRODUCTION AND DISTRIBUTION OF LOCAL INFORMATION

### Objectives:

1. Expand our news offerings on-air, digitally, and on other platforms.
2. Organize and encourage coaching, mentoring, and peer-to-peer training to increase the quality and quantity of media production.



## GOAL: INCREASE CIVIC ENGAGEMENT AND COMMUNITY IMPACT

### Objectives:

1. Increase partnerships with community organizations, local businesses, and nonprofits.
2. Play a leadership role in promoting local civic engagement and participation in the democratic process.



# INFRASTRUCTURE GOALS

## **GOAL: ENHANCE WSLR+FOGARTYVILLE'S LEADERSHIP AND MANAGEMENT CAPACITIES.**

### **Objectives:**

1. Develop a staff structure that can support organizational growth.
2. Strengthen governance practices through Board development and Board member engagement.
3. Expand the diversity of our Board of Directors, Advisory Council and staff.

## **GOAL: MAINTAIN AND DEVELOP WSLR+FOGARTYVILLE'S FACILITIES TO SUPPORT CURRENT AND FUTURE ACTIVITIES**

### **Objectives:**

1. Undertake facility projects that ensure high-level functionality, flexibility, and efficiency.
2. Develop multi-year facilities development and capital acquisition plans.

## **GOAL: MONITOR AND ADAPT TO THE CHANGING MEDIA ENVIRONMENT**

### **Objectives:**

1. Utilize new and existing technologies to keep WSLR+Fogartyville in step with evolving habits of how people interact with media platforms.
2. Monitor and increase our presence and engagement across multiple platforms.
3. Monitor the media environment to maintain our relevance and explore opportunities for collaboration.



# RESOURCE DEVELOPMENT GOALS



## **GOAL: STRENGTHEN EARNED INCOME AND FUNDRAISING CAPACITY TO ENSURE LONG-TERM SUSTAINABILITY**

### **Objectives:**

1. Diversify WSLR+Fogartyville's base of financial support.
2. Develop a planned giving program.
3. Expand earned revenue at Fogartyville.
4. Seek grant funding to effectively pursue our mission.
5. Evaluate a capital campaign to pay off long term debt and expand facilities.

## **GOAL: INCREASE AWARENESS OF WSLR+FOGARTYVILLE IN THE COMMUNITY, BUILD SUPPORT, AND ATTRACT CONTENT PRODUCERS AND VOLUNTEERS.**

### **Objectives:**

1. Develop and implement a multi-year marketing and communications work plan.
2. Build the WSLR+Fogartyville brand.

## **GOAL: MONITOR AND ADAPT TO THE CHANGING MEDIA ENVIRONMENT**

### **Objectives:**

1. Utilize new and existing technologies to keep WSLR+Fogartyville in step with evolving habits of how people interact with media platforms.
2. Monitor and increase our presence and engagement across multiple platforms.
3. Monitor the media environment to maintain our relevance and explore opportunities for collaboration.





# ORGANIZATIONAL CULTURE GOAL

**GOAL: SUPPORT AND EXEMPLIFY A SPIRIT OF COMMUNITY AND INCLUSIVENESS IN WSLR+Fogartyville'S CULTURE AND OPERATIONS**

**Objectives:**

1. Foster a cohesive community of staff and volunteers.
2. Build a more welcoming, inclusive, and anti-racist organization.

