

WRFA-LP 107.9 FM
A Program of the Reg Lenna Center for the Arts

2024-26 STRATEGIC PLAN



PREPARED BY
WRFA GENERAL MANAGER

IN CONSULTATION WITH
WRFA COMMUNITY ADVISORY BOARD

SEPTEMBER 1, 2023

INTRODUCTION

WRFA-LP is a low-power, noncommercial radio station operating in Jamestown, NY at FM frequency 107.9. Since 2013 it has been a program of **Reg Lenna Center for the Arts (RLCA)**, but has worked to develop and oversee its own budget, independent of the overall RLCA operation. Much of WRFA's program and operational funding during the past 15 years came from the **Corporation for Public Broadcasting's (CPB) Community Service Grant (CSG)**. During non-pandemic years, the CPB CSG covered approximately 60% of the annual WRFA programming budget.

On Oct. 1, 2023, WRFA will no longer be qualified as CPB-funded Radio Station due to a change in the CSG funding formula that increased the amount of non-federal funding a qualifying station would have to receive in order to remain eligible. Simply stated, the new Non Federal Financial Support (NFFS) threshold is unrealistic for a station of WRFA's size and, as a result, unachievable.

As a result of this new information the RLCA Board of Directors President in mid July 2023 directed the WRFA General Manager to develop a WRFA Strategic Plan and deliver it by Sept. 1, 2023. This document is the result of that work.

- Jason Sample
WRFA LP General Manager

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PART 1 – ABOUT WRFA



WRFA-LP is a listener supported, non-commercial, Low Power FM radio station broadcasting at **107.9 FM** in Jamestown, NY and provided as a public service by **Reg Lenna Center for the Arts**.

The unofficial mission statement of WRFA is as follows:

“WRFA is dedicated to providing access to the arts, cultural and educational programming, and a forum for the discourse of public affairs.”

In addition to the items outlined in the mission statement WRFA also provides community outreach through programming at area public schools, community activities, live music and arts performances, college internship opportunities, and even coverage of sporting events. The station also relies on participation from local volunteers and partner organizations that produce a wide variety of news, educational, cultural and entertainment-related programming.

WRFA is licensed by the **Federal Communications Commission (FCC)** as a **Low-Power FM (LPFM)** radio station. LPFM stations are “authorized for noncommercial, educational broadcasting only” (no commercial operation) and operate “with an effective radiated power (ERP) of 100 watts or less” – covering a geographic area of 9 to 25 square miles, depending on terrain. An LPFM station may be licensed only to Nonprofit Educational Organizations, State and local governments and non-government entities that will provide non-commercial public safety radio services, and Tribal Applicants. Only local organizations within or close to the broadcast range are permitted to hold licenses for the LPFM.

In addition to broadcasting at 107.9 FM, the station also streams online at **WRFALP.com** and via the **WRFA Mobile App**. Past interviews, panel discussions and performances are also made available via the WRFA Soundcloud page (audio), as well as on the WRFA Youtube Channel (video).

WRFA’s license is required to be renewed every eight years. It was last renewed in 2022 and will be up for renewal again in 2030.

PART 2 – A BRIEF HISTORY OF WRFA & CPB FUNDING



WRFA was first licensed by the FCC in 2004 to the **Arts Council for Chautauqua County**, with its transmitter located within the **Reg Lenna Civic Center**, where the Arts Council leased office space. Nearly all radio stations in the US east of the Mississippi River are designated with the letter “W” as the first letter in their call letters. The “RFA” in WRFA’s call letters represent “Radio For the Arts.” Its first regular broadcast was on **September 13, 2004**.

WRFA’s initial staff consisted of a fulltime General Manager, **Dennis Drew**, and a programming consultant, **Steve Shulman**. Programming for the radio station consisted of music; in-house programs produced by staff and volunteers; shows provided by local community partners including the **Robert H. Jackson Center**, **Infinity**, **Lucy-Desi Center**, **Jamestown Public Schools**, **Jamestown Community College**, and others; and syndicated programming distributed to WRFA at no or minimum cost. Funding was provided through contracts, community donations, underwriting, grants from local and regional foundations, and a combination of grants from local, county and state government agencies.

CORPORATION FOR PUBLIC BROADCASTING

In 2008, WRFA qualified for and received a **Community Service Grant (CSG)** from the **Corporation for Public Broadcasting (CPB)** for the 2008 federal Fiscal Year (Oct. 1, 2008 – Sept. 30, 2009). CPB a private, nonprofit corporation created by Congress in 1967 and is the steward of the federal public money earmarked for public broadcasting.

The unrestricted portion of the CSG allowed WRFA to hire a fulltime Public Affairs Director to provide more in-depth coverage of local news, arts and community-related activities for listeners. It also helped to cover a variety of operational expenses associated with the radio station. The restricted portion of the CSG covered the cost of a variety of Arts, Cultural and Educational Syndicated Programming from qualified distributors including **American Public Media (APM)**, the **Public Radio Exchange (PRX)**, the **Pacifica Radio Network**, and more.

In 2013, the Arts Council for Chautauqua County merged with the Reg Lenna Civic Center to become the **Reg Lenna Center for the Arts (RLCA)** and the LPFM license for WRFA was transferred to the newly created organization.

In 2015, the CPB increased the amount of **Non Federal Financial Support (NFFS)** required to be raised by qualifying radio station in order to remain eligible for the CSG program. The new threshold of approximately \$250,000 would make WRFA ineligible, as the station typically only raised between \$100,000 and \$110,000 of NFFS on an annual basis with nearly half of that total coming from Indirect Administrative Support from RLCA. Radio stations that don't meet the NFFS threshold have a four-year window to increase their annual NFFS, meaning WRFA had until 2019 to increase its NFFS in order to stay qualified.

In 2015, RLCA initiated a **Master Renovation Plan** to address upgrades to its facilities, including the WRFA studios and a 3rd floor Multi-Media Studio. The RLCA Master Plan resulted in a \$1.5 million award from the newly created **New York State Downtown Revitalization Initiative (DRI)**. Funding for the project was also provided by local foundations. Total cost was approximately \$4.75 million. Work began in 2017 and was completed at the start of 2019.

Due a significant portion of the Master Plan involving WRFA's operations, the radio station was able to apply the project funding as NFFS in the CPB CSG formula. This allowed WRFA to remain qualified for CSG funding for 2016, 2017 and 2018. This meant WRFA had until 2022 to increase its NFFS, or else it would be disqualified in 2023. As expected, WRFA was unable to raise the required NFFS in 2019.

CPB CARES ACT & ARPA FUNDING

In 2020 the **COVID-19 Pandemic** resulted in a near-shutdown of the local economy and hardly any local revenue was raised for the radio station, despite WRFA being the only program operating for RLCA for several months. Fortunately, WRFA operations were able to continue thanks to another round of CPB CSG funding. In addition, the CPB received funding from the Federal **CARES Act** and WRFA benefited from additional funding through that appropriation. Due to the pandemic, WRFA was unable to raise the required NFFS in 2020 and continued on the path of Disqualification for 2023.

In 2021, WRFA again benefited from additional funding from CPB through its **American Rescue Plan Act** stabilization fund, on top of the annual CSG funding. This funding was to be used to create additional programming and expand existing programming.

Also that year, WRFA founder and long-time General Manager **Dennis Drew** announces retirement from the radio station. Public Affairs Director **Jason Sample** was then promoted to General Manager. And due to the ongoing impact of the pandemic and unprecedented increase in CPB funds, WRFA was unable to raise the required NFFS in 2021 and continued on the path of Disqualification for 2023.

Meanwhile, the radio station worked to develop new programming to spend down the unprecedented level of CPB funding via the ARPA allocation. This resulted in the creation of two new part time positions, making another part time position full time, contracting with content

providers, and rolling out a wide variety of content to utilize both the radio station's broadcast studios as well as the RCLA's Multimedia studio.

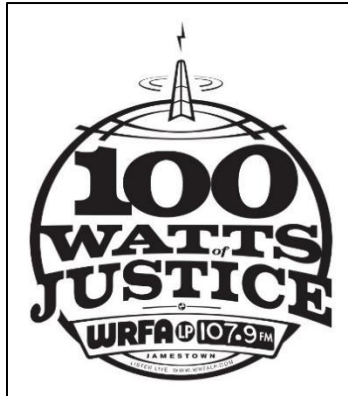
HISTORY OF WRFA CPB FUNDING BY FEDERAL FISCAL YEAR

2008 - \$65,000	2017 - \$71,821
2009 - \$68,252	2018 - \$72,313
2010 - \$69,875	2019 - \$72,313
2011 - \$71,167	2019 - \$112,136 (CARES Act)
2012 - \$68,480	2020 - \$93,211
2013 - \$72,313	2020 - 187,063*
2014 - \$72,313	2021 - \$94,394**
2015 - \$72,160	2022 - \$94,630**
2016 - \$72,313	

*CPB may require WRFA to return any unused ARPA money upon its disqualification date.

**15% of these two payments totals \$28,353, the amount WRFA is required to return to CPB under the agency's sole discretion. WRFA has sent a formal letter requesting they waive that requirement. As of August 31, 2023, the CPB has not replied to the request.

PART 3 – CHALLENGES FACING WRFA



WRFA 2024 RESERVE FUND NO LONGER AVAILABLE

Despite the unprecedented level of CPB funding WRFA received in 2020 and 2021 and the additional programming the radio station launched as a result, WRFA management was well aware the CPB CSG disqualification was fast approaching.

A minor financial setback occurred in early 2023 when WRFA learned the CPB requires stations to reimburse the CPB 15% of all CSG grant funding received during the prior two years from the date a station is disqualified from the CSG program. This would total **\$28,353** in the form of a CSG repayment. Upon becoming aware of this, WRFA management readjusted its budget for 2023 to offset the loss of funding.

ADDITIONAL FUNDING CHALLENGES

OTHER CHALLENGES FACING WRFA POST-CPB

- RLCA wants WRFA to be self-sustaining in 2024 without support from RLCA General Operating Budget, including no reimbursement of the funding listing above, including the \$91,266 in expenses that were booked to more than one public funding source.
- RLCA hasn't confirmed WRFA can keep all surplus temporary restricted money raised in 2023 for next year.
- RLCA hasn't confirmed WRFA can establish or budget for a reserve fund to assist with future budget uncertainty.
- RLCA doesn't want WRFA seeking funding/grant support from sources that non-WRFA operation is also seeking.
- WRFA Operates Independent from RLCA with minimum Development, Marketing, and Management the parent organization.

PART 4 - 2023 WRFA Stakeholder Input



Faced with the aforementioned challenges and in the middle of an exceptionally busy summer of programming, on July 11, 2023 the RLCA Board President directed the WRFA General Manager to develop a Strategic Plan for the radio station and to have it completed by September 1, 2023.

As part of the Strategic Planning process, WRFA sought input from various stakeholders, including current and past WRFA Community Advisory Board Members, WRFA Staff Members, Volunteers, Funders, Station Supporters, and other community members. This was done through interviews, online surveys, and also a Community Input Meeting on August 22, 2023.

KEY FINDINGS

The overall consensus from the input process was that the stakeholders valued the programming and services offered by WRFA and viewed it as a key program of the Reg Lenna Center for the Arts.

Among the most important aspects of the station programming was its in-depth coverage of local public affairs and arts & entertainment.

FUNDING THE RADIO STATION

Funders also expressed a desire to help offset any WRFA budget gaps the resulted in a loss of CPB, despite RLCA board members instructing WRFA to not seek funding/grant support from sources that the non-WRFA operations of RLCA would also be seeking. In fact, some funders noted that WRFA has been and could continue to be treated as a separate entity from RLCA, ensuring that no financial harm would come to RLCA operations even if WRFA were to also apply for operational support.

When it comes to the development needed to offset the loss of CPB funding, current and past staff emphasized the potential WRFA has in bringing in additional funding with an effective public awareness campaign. This campaign could be conducted through targeted marketing and publicity efforts, along with increased development activity including additional fundraiser events and pledge drives, and a more frequent and targeted effort to seek underwriting support.

It was suggested the RLCA also follow a model used by other organization – including Chautauqua Striders, YWCA Jamestown, and the Jamestown Area YMCA – and include WRFA as a specific program to donate to in its general donation and sponsorship solicitations, online donor platforms, and other general development efforts. Currently RLCA does not do this.

Other suggestions from the input session to enhance WRFA revenue included increased contracting for educational services from WRFA staff, similar to what the radio station did prior to being a CPB-qualified station. Non-traditional revenue generators were also suggested, including launching a Go-Fund-Me campaign for special programming, creating a Facebook Donation Campaign for the Radio Station, charging for the Mobile App, using Google Adwords on the website, leasing studio space for podcasters, and even providing news stories to regional news outlets.

It was also found that some individuals were unaware that WRFA is a Nonprofit, Noncommercial station that relies on community support, including individual donations. It was suggested that WRFA make a more concerted effort in Marketing and Publicity to raise awareness of the station and the need for local support in order to continue operations.

And it was suggested that WRFA should work more closely with the RLCA Development Director in order to identify and seek a variety of grants to support station programming.

GOVERNANCE

Better governance and oversight of the radio station by the RLCA Board of Directors (BOD) was also suggested during the input process.

Attendees at an August 22 public input session felt the board should establish clear policy when it comes to financial management and fiduciary oversight of the organization, especially when it comes to temporary restricted revenue generated directly by the radio station.

Additionally, having the board better understand the history and role of the WRFA program in the overall mission of RLCA was also impressed in interviews with past staff and current Community Advisory Board members. During a November meeting with the BOD, the WRFA General Manager discovered that some board members were not familiar with why RLCA had a radio station, or the role that the station played in overall RLCA programming. In another conversation, one board member indicated they were unaware of any of the programming done by WRFA or even that it had its own website. It was also found a minimum number of RLCA board members contribute directly to WRFA, some with a misunderstanding that their contributions to RLCA also support the programming budget of WRFA.

The general lack of knowledge about or understanding of WRFA by the majority of the RLCA BOD has resulted in a lack of advocacy and support for the program from its governing board. It also leads to a belief from station staff that WRFA is not viewed as a viable and important program of the individuals charged with governing the overall operations of the radio station. The RLCA BOD must include information about WRFA in any and all onboarding it does with new members and also provide regular updates on the programming offered by the radio station throughout any given year.

The RLCA BOD must also realize WRFA is a not-for-profit program of RLCA and not to be treated as an LLC or primary revenue-generator for the organization. A major portion of any WRFA budget surplus must stay with the radio station to ensure sustainability in future operating years. Should there be future surplus in the WRFA operating budget, a policy outlining exactly how much of it is retained by WRFA and how much is passed on to the RLCA general operating budget must be established by the RLCA BOD to ensure consistency on a year-to-year basis.

ALTERNATIVE TO RLCA OWNERSHIP OF LICENSE

A final takeaway from interviewing WRFA stakeholders was that should RLCA BOD feel the organization should not support nor advocate for the operation of the radio station during the remaining term of its FCC broadcast license (Spring 2030), then the organization should work to identify a new license holder. Stakeholders suggested passing the license to the local community college so it can use the radio station as a training tool for students pursuing careers in the media, journalism, and other communications field; passing the license on to an arts organization interested in supporting and utilizing the license to promote and advocate for the arts; or creating a new nonprofit and passing the license on to this newly established organization.

More general findings of the Community Input Survey portion of the Stakeholder Input Process are provided below:

2023 COMMUNITY INPUT SURVEY FINDINGS

RESPONDENTS - 116

LOCATION

- Jamestown, NY – 66%
- Non-Jamestown Southern Chautauqua County - 28%
- Non Chautauqua County – 7%

1. How much do you agree with this statement?

"WRFA-LP as an important and valuable program of Reg Lenna Center for the Arts."

- Strongly Agree - 77%
- Agree – 18%
- Neither Agree nor Disagree – 5%
- Disagree – 0%
- Strongly disagree – 0%

2. Which type of current WRFA programming do you value most?

- Coverage of Local News and Public Affairs – 74%
- Coverage of Local Arts and Entertainment – 73%
- Music programming not typically found on other Radio Stations – 67%
- Syndicated News, Educational & Social Awareness programs – 30%
- Syndicated Arts, Entertainment and Cultural programming – 28%
- Volunteer-based programs – 23%

3. What type of specialty programming would you like to see WRFA pursue in 2024?

- Community Forums/Town Halls on Important Local Issues – 77%
- Live Music/Arts Performances – 57%
- Community Conversations on Marginalized/Underserved Groups - 46%
- Jamestown Tarp Skunks Baseball – 32%
- Spanish Language Community Programming – 20%
- Other – 7%
 - Interviews/discussions with local writers, musicians, artists.
 - Focus on individuals who are accomplishing good things behind the scenes like tutors, volunteers, youngsters with special talents etc.
 - Radio Drama.
 - More Oldies and Classic Rock Music from the 50s and 60s.
 - New music from Scandinavian Countries and Lapland.

4. How do you access content and programming for WRFA?

- Listening to the radio at 107.9 FM – 79%
- Following posts on Facebook and other social media platforms – 42%
- Streaming the station live at its website - WRFALP.com – 37%
- Listening to past recordings via the Audio On Demand – 20%
- Streaming the station live on the WRFA Mobile App – 14%
- Listening to past recordings via the WRFA Mobile App – 3%
- Other (please specify) – 5%
 - News on the website
 - Don't listen to the station
 - Single degrades quickly

5. How often do you listen to WRFA-LP?

- Every day – 28%
- A few times a week – 44%
- About once a week – 6%
- A few times a month – 12%
- Once a month – 2%
- Less than once a month – 6%
- Never - 2%

6. WRFA is required to do its own fundraising, outside of fundraising efforts from Reg Lenna Center for the Arts. How often do you donate/contribute directly to WRFA-LP?

- I've never donated to WRFA (If you've never donated to WRFA, why?) – 39%
 - Didn't Know WRFA Needed Donations / Never Asked – 35%
 - Can't Afford it – 17%
 - Don't Listen/Not a Fan of Programming – 13%
 - Didn't Know How – 9%
 - Publicly Funded with Tax Money – 8%
 - I Don't Listen that Much – 8%

- Other – 13%
 - Want to support WRFA but have concerns donation is diverted to the Reg general operations.
 - Already Directly Donate to the Reg Lenna.
 - Attend Fundraisers / Summer Picnic.
 - Prefer to buy Swag.
- Once a year – 28%
- A few times a year – 18%
- Once a month – 4%
- Every few years – 11%

7. What should WRFA be doing differently to better serve the greater Jamestown community? (90 Responses)

- Nothing / “Already Doing a Great Job” - 28%
- More News / Investigative Journalism – 21%
- More Marketing of Radio Station – 15%
- More Balance / Less Bias – 8%
- More Programing Involving Youth / Students – 6%
- More Hispanic/Minority Programming – 5%
- More Accessible Podcasting & Streaming – 5%
- More Arts / Comedy / Entertainment Programming – 4%
- More Remote/In Community Broadcasts – 4%

PART 5 - The WRFA 2024-26 Strategic Plan

WRFA's **2024-2026 Strategic Plan** focuses on six **CATEGORIES**:

FINANCIAL MANAGEMENT – Financial oversight, stability, and sustainability

DEVELOPMENT – Fundraising and Income

PROGRAMMING & OPERATIONS - Programs and services provided to community

MARKETING - Communicating with stakeholders and building brand awareness

MANAGEMENT – General operations of Radio Station

GOVERNANCE – board oversight and management

Each Category contains a primary focus, or very general **GOAL**:

FINANCIAL MANAGEMENT

- o **GOAL:** Develop financial management policies and procedures to ensure a stable and sustainable Community Radio Station.

DEVELOPMENT

- o **GOAL:** Increase Direct Funding Support for WRFA by strengthening existing Revenue Systems and identifying new Revenue Opportunities.

PROGRAMMING & OPERATIONS

- o **GOAL:** Ensure robust and diverse programs that meet the needs of the community being served by WRFA.

MARKETING

- o **GOAL:** Increase the listening area's awareness and perception of WRFA and its programs.

MANAGEMENT

- o **GOAL:** Establish specific goals and objectives for the station and report their outcomes to RLCA ED and BOD.

GOVERNANCE

- o **GOAL:** Develop board procedures and policy to ensure stronger and more supportive oversight of Radio Station as a core program of RLCA.

Each **GOAL** has a series of **ACTIONS**, outlined on the following pages. RLCA/WRFA management will work to develop and implement the steps required to reach each Action item and report the subsequent outcomes to the RLCA BOD. **Dates in bold** indicate the approximate time each Action should be completed.

A **WRFA Strategic Plan Action Worksheet** outlining each objective accompanies this report. It is to be used as a tool for the RLCA BOD and ED to identify and assign the steps for each Action item.

FINANCIAL MANAGEMENT

Financial oversight, stability, and sustainability

GOAL - Develop financial management policies and procedures to ensure a stable and sustainable Community Radio Station.

ACTIONS:

(1) RLCA ED/BOD will establish a **Restricted WRFA Reserve Fund** to provide for year-to-year financial stability; and **appropriate a minimum of \$45,000** toward that fund in 2024, representing 50% of the CPB Funding that represent Accounting Errors of Duplication by RLCA, as outlined in Part 3 of the Strategic Plan report.

- **November 30, 2023**

(2) RLCA will ensure Temporary Restricted Revenue given directly to WRFA in any given fiscal year (donations, underwriting, contracting, etc.) be applied to the Restricted WRFA Reserve Fund – with a maximum limit of 15% of the next year's operating budget – to ensure sustainability the following year.

- **November 30, 2023**

(3) RLCA will identify and outline all annual budget expenses associated with WRFA in advance of annual budget process to ensure the annual WRFA Budget includes any and all expenses associated with running the program, and not arbitrarily apply expenses at the end of the budget year.

- **November 30, 2023**

(4) WRFA will annually assess and adjust station technology expenses (mobile app, web hosting, streaming, and audio/podcast hosting) in an effort to reduce costs.

- **November 30, 2025**

DEVELOPMENT

Fundraising and Income

GOAL - Increase Direct Funding Support for WRFA by strengthening existing Revenue Systems and identifying new Revenue Opportunities.

ACTIONS:

(1) WRFA/RLCA will identify and pursue multiple local, regional and national grant opportunities – including opportunities from any and all existing foundations - to sustain station programming in conjunction with and/or outside of those pursued by the greater RLCA organization.

- **December 31, 2023**

(2) WRFA will launch a first quarter member pledge drive to compliment the third quarter general pledge drive.

- **March 30, 2024**

(3) WRFA will Develop and Launch new station fundraising event(s).

- **October 31, 2024**

(4) WRFA will conduct general underwriting capacity study for WRFA and review and update underwriting rates.

- **December 31, 2024**

(5) WRFA will identify and pursue other non-traditional fundraising streams, including web advertising, merchandise sales, studio rentals, mobile app revenue, etc.

- **December 31, 2024**

PROGRAMMING & OPERATIONS

Programs and services provided to community

GOAL - Ensure robust and diverse programs that meet the needs of the community being served by WRFA.

ACTIONS:

(1) WRFA/RLCA will maintain and update the role of the Community Advisory Board after CPB Disqualification to provide continued programming input and oversight.

- **December 31, 2023**

(2) WRFA will maintain local Public/Community Affairs coverage.

- **Through at least December 2025**

(3) WRFA will maintain local Arts, Entertainment and Culture coverage.

- **Through at least December 2025**

(4) WRFA will identify and/or continue collaboration opportunities with other community partners to leverage underwriting, grant, and contract revenue.

- **June 30, 2024**

PROGRAMMING

- Jamestown Tarp Skunks
- Jamestown Community College (Internships, Tarp Skunks & Media Class)
- Chautauqua Co. Chamber of Commerce (CHQ Chats)
- YWCA Broadcast
- National Comedy Center
- Fenton/County Historical Society History Show
- Chautauqua Institution Lectures & Programming
- Robert H. Jackson Center Lectures & Programming
- Lucille Ball Little Theater Radio Theater

CONTRACTING/REVENUE

- Infinity Visual & Performing Arts (Potential Contract Instruction Work)
- Jamestown Public Schools (Hispanic Youth Radio Contract Work)
- Other area School Districts/After School Programs

(5) WRFA will build and strengthen programming for Hispanic listeners.

- **June 30, 2024**

(6) WRFA will increase volunteer recruitment and participation.

- **December 31, 2024**

(7) WRFA will create a Community input procedure to identify and prioritize programming focus on an annual basis.

- **December 31, 2025**

MARKETING

Communicating with stakeholders and building brand awareness

GOAL - Increase the listening area's awareness and perception of WRFA and its programs.

ACTIONS:

(1) WRFA/RLCA will review and update stakeholder outreach methods for fundraising, programming information, and volunteer opportunities and schedule using owned media (website, social media, e-newsletters).

- **April 30, 2024**

(2) WRFA/RLCA will develop plan and schedule to identify and leverage other media and marketing partners to promote station activities.

- **July 31, 2024**

(3) WRFA will create a marketing budget to promote station activities through paid marketing services (billboards, newspapers ads, etc.)

- **November 7, 2024**

(4) WRFA will develop a plan for the creation and distribution of an annual report for WRFA to be distributed to stakeholders, including key financial and programming information.

- **June 30, 2025**

(5) WRFA will review, assess and update the functions of the WRFA website.

- **December 31, 2026**

MANAGEMENT

General operations of Radio Station

GOAL - Provide specific goals and objectives for the Radio Station and report those outcomes to RLCA ED and BOD.

ACTIONS:

(1) WRFA will create and provide a quarterly budget report (April, July, October) highlighting key components of station financials and report findings directly to RLCA BOD.

- **April 14, 2024**

(2) WRFA will create and present GM Annual agenda for Radio Station operations - including key programming and development efforts.

- **November 7, 2024**

(3) WRFA will assess and revise process for annual staff evaluations.

- **February 28, 2025**

(4) WRFA will create clear policy and guidelines for volunteers to follow.

- **June 30, 2025**

(5) WRFA will create an operations manual for all aspects of the Radio Station.

- **June 30, 2026**

GOVERNANCE

Board of Directors oversight

GOAL - Develop board procedures and policy to ensure stronger and more supportive oversight of Radio Station as a program of RLCA.

ACTIONS:

(1) RLCA BOD will develop a procedure for reviewing, finalizing and approving an annual WRFA budget via a formal vote by the RLCA Board of Directors.

(2) RLCA BOD will incorporate and align WRFA Strategic Plan into the overall Strategic Plan of RLCA organization.

(3) RLCA BOD will develop a WRFA FAQ documents for new BOD so they are aware of and understand the role of WRFA in overall RLCA operations during the onboarding process.

(4) RLCA BOD will approve recommended organizational policies from WRFA GM / Community Advisory Board to better support and strengthen WRFA's effort to remain financially stable.

(5) RLCA BOD will strengthen WRFA budget process by implementing defined budget roles and responsibilities for GM/ED/BOD.

(6) RLCA BOD will establish a WRFA-LP BOD Programming Committee or Subcommittee to ensure station activities and needs are represented at the governing board level.

PART 6 - 2024-26 WRFA Program Budgets

As part of the Strategic Plan process and the effort sustain WRFA with as little organizational financial support as possible during the next three years, the following are suggested budget models to cover the programming needs and costs associated with WRFA.

Note: These budget models includes the **Strategic Plan Financial Management Objective 1**, which involves a minimum \$45,000 in a **WRFA Reserve Fund**, supported by RLCA and reflecting the various accounting errors of duplication initially debited to CPB funding, but never reimbursed to the station after being debited by RLCA to other revenue sources. This \$45,000 does not include any surplus revenue from the 2023 WRFA budget, which should also be applied to the budget's WRFA Restricted Reserve Fund when necessary.

The budget models also do not include any additional expense lines associated with utilities not previously budgeted by WRFA, nor administrative support that wasn't previously budgeted. WRFA had requested RLCA BOD and ED quantify / identify exactly how much administrative support the station should be budgeting for 2024, and any additional costs associated with utilities or other organization support, but did not receive any response.

The Suggested Program Budgets are based on **3 Full Time Positions** for the radio station, **2.5 Full Time Positions** for the radio station, and **2 Full Time Positions and 1 Consultant** for the radio station.

Budget 1 involves **3 Full Time Positions** - General Manger, a Public Affairs Director, and a Programming Director. The funding needed to support this model hinges on more ambitious goals in each revenue category.

Budget 2 involves **2.5 Full Time Positions** - a General Manager, a Public Affairs Director, and a Part Time Programming Coordinator, which was the staffing model utilized prior to the pandemic. The funding needed to support this model hinges on less ambitious goals in each revenue category. Any 2023 WRFA Surplus could likely stay with RLCA general operating budget, or added to the proposed WRFA Reserve Fund.

Budget 3 involves **2 Full Time Positions and 1 Consultant** - a Public Affairs Director, a Programming Director, and a Consultant to assist with Station Needs. Duties overseen by the present GM (Budgeting, Development, Contracting, Marketing, Staff Management, Program Creation, Volunteer Coordination, Scheduling, etc.) could be folded into the WRFA Public Affairs and Programming Director Position, along with existing RLCA non-WRFA positions including Development, Marketing, and Executive Director. How these duties are shifted to other staffing would be dependent on how RLCA utilizes the consultant position. The funding needed to support this model also hinges on more ambitious goals in each revenue category. Any 2023 WRFA Surplus could likely stay with RLCA general operating budget, or added to the proposed WRFA Reserve Fund.

BUDGET 1

2024-26 WRFA PROGRAM BUDGET: 3 Full Time Positions

REVENUE		2024	2025	2026	NOTES
Ticketed Events	Arts on Fire Live Series	\$2,000.00	\$3,000.00	\$3,500.00	8 events annually/no paid artists/\$10-15 tickets
Fundraising	Great American Picnic	\$5,000.00	\$6,000.00	\$6,500.00	incorporate sponsor/basket raffles
	Fundraising Event 2	\$5,000.00	\$6,000.00	\$7,000.00	New Annual Fall/winter fundraiser to be developed
	Holiday Parade Party	\$750.00	\$1,000.00	\$1,250.00	Return of Holiday Party - min. \$20 donation at door
Contract	Radioworks (JHS Teaching)	\$27,600.00	\$28,500.00	\$29,300.00	Continued JHS Teaching Program - 3% annual increase
	Contract 2	\$8,000.00	\$8,200.00	\$8,400.00	New Contract Program - Infinity or other Org.
	Contract 3		\$5,000.00	\$5,150.00	New Contract Program - Return of Hispanic Your Radio
Contributed	Donations/membership	\$12,000.00	\$17,000.00	\$20,000.00	Gradual Increase via Marketing/Membership
	Underwriting	\$17,000.00	\$23,000.00	\$28,000.00	Increased Rates/Special Program Underwriting
	Grant / Foundation Support	\$20,000.00	\$40,000.00	\$43,000.00	Seek minimum 3-5 grant funding sources
Sales	Merch Sales	\$500.00	\$700.00	\$900.00	T-shirt and other Swag sales
	Web Ad Revenue	\$1,000.00	\$1,000.00	\$1,500.00	Google Ad Words
Year Total Revenue		\$98,850.00	\$139,400.00	\$154,500.00	
RLCA WRFA Reserve Fund		\$45,000.00			Funding from RLCA return of CPB Usage
Prior Year Surplus		\$10,000.00	\$10,938.00	\$598.00	
TOTAL		\$153,850.00	\$150,338.00	\$155,098.00	
EXPENSES		2024	2025	2026	
Staffing	3 FT Positions	\$101,500.00	\$104,545.00	\$107,681.00	
	Payroll Taxes & Benefits	\$23,345.00	\$24,045.00	\$24,767.00	
Contract	Misc Contract	\$2,000.00	\$2,100.00	\$2,200.00	
	Tarp Skunks broadcasting	\$2,000.00	\$2,100.00	\$2,300.00	"Talent Fee" for Skunks broadcaster(s)
Utilities	Spectrum Internet	\$4,200.00	\$4,600.00	\$5,000.00	Anticipated Rate Increases built in
Subscriptions	Web hosting	\$500.00	\$550.00	\$600.00	Anticipated Rate Increases built in
	Stream Guys (streaming)	\$2,273.28	\$3,500.00	\$3,500.00	Anticipated Rate Increases built in
	Skyblue (Mobile App)	\$2,207.62	\$2,400.00	\$2,800.00	Anticipated Rate Increases built in
	Spintron (music report)	\$576.00	\$700.00	\$700.00	Anticipated Rate Increases built in
	PRX	\$510.00	\$600.00	\$600.00	OPTIONAL - Anticipated Rate Increases built in
	Pacifica Foundation	\$525.00	\$600.00	\$600.00	OPTIONAL - Anticipated Rate Increases built in
	FM Odyssey (program)	\$100.00	\$100.00	\$100.00	OPTIONAL
	NFCB Membership	\$2,275.00	\$3,000.00	\$3,000.00	Anticipated Rate Increases built in
Supplies & Misc Expen	Batteries/paper/ink	\$500.00	\$500.00	\$550.00	
	travel	\$400.00	\$400.00	\$500.00	
TOTAL		\$142,911.90	\$149,740.00	\$154,898.00	
EOY BALANCE		\$10,938.10	\$598.00	\$200.00	

BUDGET 2

2024-26 WRFA PROGRAM BUDGET: 2.5 Full Time Positions

REVENUE		2024	2025	2026	NOTES
Ticketed Events	Arts on Fire Live Series	\$2,000.00	\$2,500.00	\$3,000.00	8 events annually/no paid artists/\$10-15 tickets
Fundraising	Great American Picnic	\$5,000.00	\$5,500.00	\$6,000.00	incorporate sponsor/basket raffles
	Fundraising Event 2	\$5,000.00	\$5,500.00	\$6,000.00	New Annual Fall/winter fundraiser to be developed
	Holiday Parade Party	\$750.00	\$1,000.00	\$1,250.00	Return of Holiday Party - min. \$20 donation at door
Contract	radioworks (JHS Teaching)	\$27,600.00	\$28,500.00	\$29,300.00	Continued JHS Teaching Program - 3% annual increase
	Contract 2	\$8,000.00	\$8,200.00	\$8,400.00	New Contract Program - Infinity or other Education Org.
	Contract 3		\$5,000.00	\$5,150.00	New Contract Program - Return of Hispanic Your Radio
Contributed	Donations/membership	\$12,000.00	\$15,000.00	\$18,000.00	Gradual Increase in Contributions
	Underwriting	\$17,000.00	\$20,000.00	\$23,000.00	Gradual Increase in Underwriting
	Grant / Foundation Support	\$15,000.00	\$20,000.00	\$25,000.00	Seek minimum 3-5 grant funding sources
Sales	Merch Sales	\$500.00	\$700.00	\$900.00	Swag sales at RLCA Box Office/On Location Events
	Web Ad Revenue		\$1,000.00	\$1,000.00	Google Ad Words
Year Total Revenue		\$92,850.00	\$112,900.00	\$127,000.00	Funding from RLCA return of CPB Usage
RLCA WRFA Reserve Fund		\$45,000.00	\$12,118.10	\$2,334.10	
Prior Year Surplus					
TOTAL		\$137,850.00	\$125,018.10	\$127,000.00	

EXPENSES		2024	2025	2026	NOTES
Staffing	2.5 FT Positions	\$85,000.00	\$82,524.00	\$85,000.00	Graphic Artist, AOF Host "Talent Fee" for Skunks broadcaster(s) Anticipated Rate Increases built in Anticipated Rate Increases built in Anticipated Rate Increases built in Anticipated Rate Increases built in Anticipated Rate Increases built in Anticipated Rate Increases built in OPTIONAL - Anticipated Rate Increases built in OPTIONAL - Anticipated Rate Increases built in OPTIONAL Anticipated Rate Increases built in
	Payroll Taxes & Benefits	\$17,000.00	\$17,510.00	\$18,035.00	
Contract	Misc Contract	\$3,600.00	\$3,600.00	\$3,600.00	
	Tarp Skunks broadcasting	\$2,000.00	\$2,100.00	\$2,300.00	
Utilities	Spectrum Internet	\$4,200.00	\$4,600.00	\$5,000.00	
Subscriptions	Web hosting	\$500.00	\$550.00	\$600.00	
	Stream Guys (streaming)	\$2,273.28	\$3,500.00	\$3,500.00	
	Skyblue (Mobile App)	\$2,207.62	\$2,400.00	\$2,800.00	
	Spinitron (music report)	\$576.00	\$700.00	\$700.00	
	PRX	\$510.00	\$600.00	\$600.00	
	Pacifica Foundation	\$525.00	\$600.00	\$600.00	
	FM Odyssey (program)	\$100.00	\$100.00	\$100.00	
	NFCB Membership	\$2,275.00	\$3,000.00	\$3,000.00	
Supplies & Misc Expen	Batteries/paper/ink	\$500.00	\$500.00	\$550.00	
	travel	\$400.00	\$400.00	\$500.00	
TOTAL		\$121,666.90	\$122,684.00	\$126,885.00	
EOY Balance		\$16,183.10	\$2,334.10	\$115.00	
RLCA Admin Support Reimbursement		\$4,065.00	\$0.00	\$0.00	
WRFA Reserve Fund		\$12,118.10	\$2,334.10	\$115.00	

BUDGET 3

2024-26 WRFA PROGRAM BUDGET: 2 Full Time Positions / 1 Consultant

REVENUE		2024	2025	2026	NOTES
Ticketed Events	Arts on Fire Live Series	\$2,000.00	\$3,000.00	\$4,000.00	8 events annually/no paid artists/\$10-15 tickets
Fundraising	Great American Picnic	\$5,000.00	\$6,000.00	\$6,500.00	incorporate sponsor/basket raffles
	Fundraising Event 2	\$5,000.00	\$6,000.00	\$7,000.00	New Annual Fall/winter fundraiser to be developed
	Holiday Parade Party	\$750.00	\$1,000.00	\$1,250.00	Return of Holiday Party - min. \$20 donation at door
Contract	radioworks (JHS Teaching)	\$27,600.00	\$28,500.00	\$29,300.00	Continued JHS Teaching Program - 3% annual increase
	Contract 2	\$8,000.00	\$8,200.00	\$8,400.00	New Contract Program - Infinity or other Education Org.
	Contract 3		\$5,000.00	\$5,150.00	New Contract Program - Return of Hispanic Your Radio
Contributed	Donations/membership	\$12,000.00	\$18,000.00	\$20,000.00	Gradual Increase in Contributions
	Underwriting	\$17,000.00	\$23,000.00	\$25,000.00	Gradual Increase in Underwriting
	Grant / Foundation Support	\$17,500.00	\$27,500.00	\$37,500.00	Seek minimum 3-5 grant funding sources
Sales	Merch Sales	\$500.00	\$700.00	\$900.00	Swag sales at RLCA Box Office/On Location Events
	Web Ad Revenue	\$1,000.00	\$1,000.00	\$1,000.00	Google Ad Words
Year Total Revenue		\$96,350.00	\$127,900.00	\$146,000.00	
RLCA WRFA Reserve Fund		\$45,000.00	\$12,453.10	\$4,476.10	Funding from RLCA return of CPB Usage
Prior Year Surplus					
TOTAL		\$141,350.00	\$140,353.10	\$146,000.00	

EXPENSES		2024	2025	2026	NOTES
Staffing	2 FT Positions	\$67,667.00	\$69,697.00	\$71,788.00	
	Payroll Taxes & Benefits	\$15,563.00	\$16,030.00	\$16,511.00	
Contract	Consultant	\$26,000.00	\$27,500.00	\$29,000.00	
	Misc Contract	\$3,600.00	\$3,600.00	\$3,600.00	Graphic Artist Costs. AOF Host.
	Tarp Skunks broadcasting	\$2,000.00	\$2,100.00	\$2,300.00	"Talent Fee" for Skunks broadcaster(s)
Utilities	Spectrum Internet	\$4,200.00	\$4,600.00	\$5,000.00	Anticipated Rate Increases built in
Subscriptions	Web hosting	\$500.00	\$550.00	\$600.00	Anticipated Rate Increases built in
	Stream Guys (streaming)	\$2,273.28	\$3,500.00	\$3,500.00	Anticipated Rate Increases built in
	Skyblue (Mobile App)	\$2,207.62	\$2,400.00	\$2,800.00	Anticipated Rate Increases built in
	Spintron (music report)	\$576.00	\$700.00	\$700.00	Anticipated Rate Increases built in
	PRX	\$510.00	\$600.00	\$600.00	OPTIONAL - Anticipated Rate Increases built in
	Pacifica Foundation	\$525.00	\$600.00	\$600.00	OPTIONAL - Anticipated Rate Increases built in
	FM Odyssey (program)	\$100.00	\$100.00	\$100.00	OPTIONAL
	NFCB Membership	\$2,275.00	\$3,000.00	\$3,000.00	Anticipated Rate Increases built in
Supplies & Misc Expen	Batteries/paper/ink	\$500.00	\$500.00	\$550.00	
	travel	\$400.00	\$400.00	\$500.00	
TOTAL		\$128,896.90	\$135,877.00	\$141,149.00	
EOY Balance		\$12,453.10	\$4,476.10	\$4,851.00	
RLCA Admin Support Reimbursement		\$0.00	\$0.00	\$0.00	
WRFA Reserve Fund		\$12,453.10	\$4,476.10	\$4,851.00	

PART 7 – WRFA Contingency Plans

Should the proposed 2024-26 Strategic Plan be unsuccessful or simply too difficult to accomplish, there are several contingency options to consider in order to keep WRFA on the air through the remainder of its current broadcast license term (Spring 2030).

Option 1 – Operate Under an Austerity Budget

The following is a list of expenses required to operate the radio station with only one staff position to oversee operations – a model used for other LPFMs.

Payroll, Taxes & Benefits	\$45,000
Misc Contracts	\$2,000
Internet	\$4,200
Website	\$500
Internet Audio Streaming	\$2,274
Music Tracking/Reporting	\$510
NFCB Membership	\$2,275
TOTAL	\$56,759

Option 2 – WRFA License Transferred to another Non Profit or Educational Institution

Despite the large investment made to WRFA studios by NYS and local foundations during the 2016-2018 renovation efforts, RLCA is under no obligation to hold WRFA's license until its next renewal date in 2030. The FCC allows for a process to transfer an LPFM license from one nonprofit to another. There has been interest in the community already expressed to keep WRFA on the air by either finding a new license holder, or simply creating a new nonprofit to hold the license. **Potential license holders include the local community college, BOCES (using a similar model in Rochester, NY, or another local Arts organization.** A consultant would likely have to be hired to oversee this process by RLCA, or the pending NP that would take over the license.

RLCA can then rent studio space to the new license holder, similar to the agreement Reg Lenna Civic Center had with Arts Council for Chautauqua County prior to the 2013 merger. It is should be noted that any new license holder would also have the option to relocate the station to a new location.

Option 3 – WRFA LP Reverts to Online Streaming Only / Rent Studios

The FCC has a process for terminating a broadcast license prior to its renewal date. RLCA could simply follow this process and instead utilize the WRFA studios as rentable recording and podcasting space, along with an Internet Only Streaming platform. With the ease of recording audio with a professional sound at a make-shift home studio, and with the overwhelming availability of audio streaming platforms already available online, it is not believed either model would yield a large revenue stream for RLCA.

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