

REPORT OF THE STRATEGIC PLAN ON PROGRAMMING COMMITTEE

Dated: July 19, 2022

Background

In 2019, staff and several board and Program Committee members began discussions regarding a follow-up to Strategic Plan's provisions on programming. Belinda Rawlins was engaged as a consultant, and an ad hoc committee was formed consisting of John Braden (Executive Director), Matthew Dunn (Operations Manager), Justine Alten (Program Committee and Board Member), Mark Adams (Board Member), Breon Dunigan (Program Committee and Board Member), Michael Fee (Program Committee Chair), Tyler McGraw (Programmer) and Ira Wood (Program Committee and Former Board Member) (the "Ad Hoc Committee" or "AHC"). The AHC met, with Ms. Rawlins acting as facilitator, on November 11, 2021, December 9, 2021, January 27, 2022 and April 25, 2022, and without Ms. Rawlins on June 21 and July 19, 2022. The following summarizes the conclusions and recommendations of the AHC.

Summary

The consensus was that the Programming Committee should actively pursue strategies to (i) increase diversity with respect to the genres of programs and audiences served, and the ethnicity, gender, orientation, and ideological perspectives of our on air presenters; (ii) improve the quality of programming and community engagement at all levels; and (iii) propose amendments to existing policy documents to more clearly specify the goals described above.

I. Diversity of Programs and Presenters

The WOMR Mission Statement defines the station's purpose as to "provide a media platform to present local, eclectic, entertaining, informative and educational programming, and to encourage community participation in all aspects of the station." The WOMR Values Statement states, in part, that we "seek diversity in our programming and welcome the participation of all genders, ages, races, physical abilities in our activities. We are a voice for individual creativity, for inclusion, and for those whose voices are often unheard, for celebrating the past and embracing the future."

The AHC participated in a mapping exercise to try and identify the current diversity of programming and concluded that the lion's share of our shows are primarily entertainment oriented.¹ We have far-less programming that could be described as principally informative, educational, locally focused, or dedicated to listener engagement. Staff noted that a condition of the FCC license requires annual reporting on the types and level of local programming delivered and that while we are by no means failing in that regard, the diversity of the types of programming offered could be greatly improved.

Staff and the AHC also noted what could be described as the relatively homogenous character of our volunteer talent. In part, the predominance of white, middle-aged, straight people as programmers is a function of the Cape's demographics, but there was a strong consensus that we can and should give greater priority to developing on-air talent representing a broader range of ethnicity, race, gender, sexual orientation, and ideological predilection.

Staff reports that at present there are more volunteers than there are regularly available slots, making it difficult if not impossible to create opportunities for potential deejays that could

¹ See Exhibit 1.

bring different perspectives. Members of the Program Committee noted that while several such candidates made show proposals, the competition for open slots is heated, and it is difficult to give preference to younger, more diverse applicants without clear direction from the Board of Directors endorsing that approach.

II. Improvement of Program Quality

The AHC spent significant time assessing current programming quality, identifying goals and formulating specific strategies to attain them. The AHC felt strongly that both staff and volunteer programmers perform at a very high level, consistently delivering a quality product that engages listeners and serves our communities. However, we can and should always strive to improve identifying our audience, engaging in meaningful outreach, developing new content and implementing process improvements. Specifically, the AHC agreed that the following projects should be further studied and implemented by both staff and the Program Committee:

1. Review current schedule and revise to create more space for additional programming.²
2. Expand outreach efforts to other organizations, community groups and schools.
3. Implement a more thoroughly managed marketing and development strategy that integrates social media, event planning, and volunteer coordination.
4. Allocate resources to develop new content to serve the community more broadly, including spoken word shows, PSA solicitation, news and weather reports, calendars, trading posts, lost/found, etc.

The AHC concluded that coordination and implementation of these goals would take significant time and dedicated resources. Although the staff currently performs admirably, they

² See draft proposals attached as Exhibit 2.

are each “jacks of all trades,” performing a variety of overlapping job functions that have evolved over time and are not necessarily reflected in accurate and updated job descriptions. The AHC concluded that the only plausible way to successfully implement the strategic goals identified above would be to hire a fourth staff member with a defined set of responsibilities to be determined.

It is clear that at present staff are required to perform a variety of functions that do not necessarily comport to their primary skills or responsibilities, and the shifting of ministerial tasks to a junior staff member would free them to address policy initiatives on a deeper level.

While the job description of any proposed hire will require more consideration, the following is a list of potential functions a new staff member might assist with:

- Outreach coordination
- Social media management
- Facilities management
- Event planning
- Pledge drive planning/coordination
- Developing new underwriters
- Grant research
- Donor analytics
- Data management
- Volunteer coordination for off-air events
- PSA coordination/non-profit liaison
- Organization of physical and digital music libraries
- Record store management
- Syndicated show management

The AHC noted that the addition of new staff could also lead to a more formalized approach to current staff organization, including creation and/or revision of current job descriptions, implementation of annual performance reviews and compensation adjustments. We considered these issues to be beyond the purview of the AHC and the Program Committee, but note them for the Board’s consideration.

III. Policy Amendments

As noted above, WOMR's Mission and Values Statements provide a general, albeit somewhat dated, acknowledgement of the importance of diversity, equity and inclusion. Given the times we live in and our unique demographics, the AHC believes that stronger and more specific direction from the Board on these topics will assist the Programming Committee and staff in improving our service to all segments of the community. For example, a ringing endorsement of DEI principles by the Board would enable the Programming Committee to revise the program schedule to shorten existing slots and create more room for newcomers, as well as provide organizational support for programming decisions that may fall "outside the box" of our current broadcast framework. The AHC concluded that without strong direction and endorsement from the Board, it would be difficult and likely controversial to implement these suggested programmatic changes.

IV. Conclusion and Requested Action

As noted, the AHC concluded that a greater emphasis on diversity, equity and inclusion should be paramount in the Program Committee's ongoing strategic plan, and that there are a broad range of specific projects that can assist in attaining those goals. We ask that the Board consider the following:

1. Amend the Mission Statement to more forcefully and unambiguously declare the station's commitment to diversity, equity and inclusion;
2. Authorize and direct staff and the Programming Committee to develop a revised program schedule to create additional air time to enable broader points of view; and
3. Begin the process necessary to hire an additional staff person.

Respectfully submitted,

Mark Adams
Justine Alten
John Braden
Breon Dunigan
Matthew Dunn
Tyler McGraw
Ira Wood

July 19, 2022

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
6am	6am	6am	6am	6am	6am	6am
7am	7am	7am	7am	7am	7am	7am
8am	8am	8am	8am	8am	8am	8am
9am	9am	9am	9am	9am	9am	9am
10am	10am	10am	10am	10am	10am	10am
11am	11am	11am	11am	11am	11am	11am
12pm	12pm	12pm	12pm	12pm	12pm	12pm
1pm	1pm	1pm	1pm	1pm	1pm	1pm
2pm	2pm	2pm	2pm	2pm	2pm	2pm
3pm	3pm	3pm	3pm	3pm	3pm	3pm
4pm	4pm	4pm	4pm	4pm	4pm	4pm
5pm	5pm	5pm	5pm	5pm	5pm	5pm
6pm	6pm	6pm	6pm	6pm	6pm	6pm
7pm	7pm	7pm	7pm	7pm	7pm	7pm
8pm	8pm	8pm	8pm	8pm	8pm	8pm
9pm	9pm	9pm	9pm	9pm	9pm	9pm
10pm	10pm	10pm	10pm	10pm	10pm	10pm
11pm	11pm	11pm	11pm	11pm	11pm	11pm
12am	12am	12am	12am	12am	12am	12am

Exhibit 2.1

	Sun 7/17	Mon 7/18	Tue 7/19	Wed 7/20	Thu 7/21	Fri 7/22	Sat 7/23
12am							
1am		(No title), 12am - 1am					
2am							
3am							
4am							
5am							
6am		(No title) 5am - 7am					
7am	(No title) 6am - 9am	(No title) 7am - 9am	(No title) 7am - 9am	(No title) 7am - 9am	(No title) 7am - 9am	(No title) 7am - 9am	(No title) 7am - 10am
8am							
9am	(No title) 9am - 11am	(No title), 9am - 9:30am (No title), 9:30am - 10am	(No title), 9am - 9:30am (No title), 9:30am - 10am	(No title), 9am - 9:30am (No title), 9:30am - 10am	(No title), 9am - 9:30am (No title), 9:30am - 10am	(No title), 9am - 9:30am (No title), 9:30am - 10am	(No title), 9am - 9:30am (No title), 9:30am - 10am
10am		(No title) 10am - 12pm					
11am	(No title) 11am - 1pm						
12pm		Democracy Now, 12pm - 1pm					
1pm	(No title) 1pm - 3pm	(No title) 1pm - 4pm	(No title) 12pm - 2pm				
2pm							
3pm	(No title) 3pm - 5pm						
4pm	(No title) 5pm - 8pm	(No title) 4pm - 7pm	(No title) 4pm - 6pm	(No title) 2pm - 6pm			
5pm							
6pm							
7pm		(No title), 7pm - 8pm	(No title) 6pm - 9pm				
8pm	(No title) 8pm - 11pm	(No title) 8pm - 10pm	(No title) 9pm - 12am				
9pm							
10pm		(No title) 10pm - 12am					
11pm							

Draft broadcast schedule

Sun Jul 17 – Sat Jul 23, 2022 (Eastern Time - New York)

	Sun 7/17	Mon 7/18	Tue 7/19	Wed 7/20	Thu 7/21	Fri 7/22	Sat 7/23
12am	(No title) 12am - 2am	(No title), 12am - 1am	(No title) 12am - 2am	(No title), 12am - 1am			
1am							
2am							
3am							
4am							
5am							
6am	(No title) 6am - 8am	(No title) 5am - 7am	(No title) 6am - 8am				
7am	(No title) 8am - 10am	(No title) 7am - 9am	(No title) 8am - 10am				
8am							
9am	(No title) 10am - 12pm	(No title), 9am - 9:30am (No title), 9:30am - 10am	(No title), 9am - 9:30am (No title), 9:30am - 10am	(No title), 9am - 9:30am (No title), 9:30am - 10am	(No title), 9am - 9:30am (No title), 9:30am - 10am	(No title), 9am - 9:30am (No title), 9:30am - 10am	(No title) 10am - 12pm
10am							
11am							
12pm	(No title), 12pm - 1pm	Democracy Now, 12pm - 1pm	Democracy Now, 12pm - 1pm	Democracy Now, 12pm - 1pm	Democracy Now, 12pm - 1pm	Democracy Now, 12pm - 1pm	(No title) 12pm - 2pm
1pm	(No title) 1pm - 3pm	(No title) 1pm - 3pm	(No title) 1pm - 3pm	(No title) 1pm - 3pm	(No title) 1pm - 3pm	(No title) 1pm - 3pm	Off season opera 2pm - 6pm
2pm							
3pm	(No title) 3pm - 5pm	(No title) 3pm - 5pm	(No title) 3pm - 5pm	(No title) 3pm - 5pm	(No title) 3pm - 5pm	(No title) 3pm - 5pm	(No title) 6pm - 8pm
4pm							
5pm	(No title) 5pm - 7pm	(No title) 5pm - 7pm	(No title) 5pm - 7pm	(No title) 5pm - 7pm	(No title) 5pm - 7pm	(No title) 5pm - 7pm	(No title) 8pm - 10pm
6pm							
7pm	(No title) 7pm - 9pm	(No title), 7pm - 8pm	(No title) 7pm - 9pm	(No title) 10pm - 12am			
8pm		(No title) 8pm - 10pm					
9pm	(No title) 9pm - 11pm					(No title) 9pm - 11pm	
10pm		(No title) 10pm - 12am					
11pm	(No title), 11pm - 12am					(No title), 11pm - 12am	