



WIPR Strategic Plan 2014-2020

Introduction:

WIPR radio began broadcasting in 1949 with the clear mission of bringing cultural and classical music, commentary, news and information to the citizens of Puerto Rico. In 1958, WIPR television was born with the goal of bringing education, enrichment and enlightenment to the populace of the Island. During this period, the Puerto Rico Public Broadcasting Corporation has produced thousands of hours of locally produced television, created thousands of hours of locally produced radio programs, and spent thousands of hours reaching out to the children, parents, teachers and elderly within our community.

WIPR has become known locally as a presenter of our most authentic cultural expressions and knowledge to everyone throughout the Commonwealth of Puerto Rico and beyond.

Through the years, WIPR TV has received 63 Emmy nominations and 30 awards for outstanding television production. WIPR radio has received many awards and a grant from the National Endowment for the Humanities to preserve many, many hours of historically and culturally significant audiotape from 65 years of production. The corporation has also been repeatedly recognized for its excellence in developing outreach programs that change lives for children and families throughout the Commonwealth.

The corporation realizes that we cannot simply continue to provide what we have in the past. We must evaluate the future educational and information needs of our island and find a way to meet those needs. To that end, WIPR has created the following strategic plan.



WIPR Strategic Goals:

Mission

As Puerto Rico's premier broadcaster, we exist to provide educational, informative and entertaining programming with World class content and production quality that will inspire, enrich and empower the hearts and minds of the People of Puerto Rico, and, in so doing transform their lives. We will provide our people with programming that reflects our culture and values, while also exposing them to the best the world has to offer.

To accomplish this, we will combine local & international programming & services, through community, corporate & government partnerships that encourage critical thinking.

Vision

We will become a world class model of community resource and public programming by continuing to provide educational, informative and entertaining programming and ancillary efforts of the highest possible quality, while becoming an autonomous & financially self-sufficient broadcasting operation within Puerto Rico.

To further satisfy the need for financial self-sufficiency, we will export our production and programming efforts to available US Hispanic markets, Central & Latin America and Europe.

Corporate Values

Commitment to our Mission

Our employees at all levels are fully aware of the Corporation's mission statement, their role in that mission and are fully committed to it.

Integrity and Honesty

Crucial values throughout time, but of particular importance in today's Puerto Rico.



Passion for Service

Our first and foremost passion is to serve our constituents – the people of Puerto Rico and our fellow employees, who are our internal clients. We want to continue to offer excellent service, always meeting and eventually, surpassing expectations.

Teamwork

The secret of any organization’s success is often found in the joint efforts of many departments, many players; in an environment where each person’s dignity and where the democracy of ideas flourishes.

Total Quality

Doing things right from the beginning should be our most important motto and is the spirit we promote in the Corporation.

STRATEGIC IMPERATIVES:

Commitment to Operating & Financial Excellence:

1. Establish operating “profitability goals” for all business units:

- ☛ Evaluate all future business opportunity under this premise.
- ☛ Monitor and re-evaluate all on an on-going basis.

2. Develop plans to complete HD conversion for television and radio, and ongoing equipment replacement.

3. Enhance production capabilities and quality:

- ☛ Assess and evaluate our local production capabilities.
- ☛ Establish production quality standards.

4. Develop a three-year revolving financial plan to provide a balanced budget with adequate reserves.



Our Constituents, Our Community & Our Commitment:

1. Continue to ascertain community needs;

- ☞ Evaluate and develop plans to solve these needs through all available venues.
- ☞ Continue on-going dialogue via current means & the Internet.

2. Identify and prioritize cultural objectives:

- ☞ Establish a clear Statement of Cultural Objectives to serve as programming guideline via an open dialogue with members of our Board of Directors and Senior Management.

3. Provide relevant programming for Puerto Rico:

- ☞ Create programming of interest and relevancy to our local audiences.
- ☞ Obtain programming in Spanish through negotiations with various distributors.
- ☞ Create programs that meet the cultural objectives of the Board of Directors and the Senior Staff.

Expand Business Development:

1. Identify and evaluate market potential for entrepreneurial activities.

2. Create solid business plans for all proposed entrepreneurial activities.

3. Identify federal and state funding programs that support the mission of CPRDP:

- ☞ Monitor federal and state priorities and funding to ensure awareness of potential funding opportunities.



- ☛ Build relationships within the public broadcasting community by:
- ☛ Attending and participating in conferences (PRC, PBMA, & NETA, among others)
- ☛ Presenting information to various forums for distribution and consideration.

Future Financial Self-Sufficiency:

1. Continue our efforts to develop partnerships at the corporate, federal government, and foundations levels.
2. Establish a yearly budget that will take us to our goal of 20% self-sufficiency by the end of 2020.
3. Establish by late 2015 our major giving initiative and fund raising group.

Partnerships: the way of the future:

1. Develop relationships with Puerto Rican partners/entities that support CPRDP's mission delivery value to the community. Identify entities that may be willing to fund activities related to our mission, while seeking opportunities to work with them.
2. Develop relationships within public broadcasting to expand market for production content.
Grow contacts made at conferences, exchanging information and providing leadership in the public broadcasting environment.
4. Develop relationships with other Spanish speaking countries to expand the market for production content. Assess and identify marketable CPRDP programming for the international marketplace via the design of the marketing plan.



The Best Company needs the Best People & the Best Organization:

1. Evaluate & re-organize CPRDP in order to better reflect current needs and to support the Strategic Plan.
2. Create organizational structure that includes all relevant venues: TV, Radio & Internet.
3. Re-evaluate and re-align objectives and resources for WIPM-TV in Mayagüez.
4. Align resources and production activities with the strategic plan.
5. Provide training for existing staff in line with the strategic plan goals.



WIPR Strategic Plan Goals and Objectives Action Plan

1st Imperative: Commitment to Operating & Financial Excellence

Objective 1: Establish operating “profitability goals” for all business units. Use this plan to evaluate all future business opportunity; monitor and re-evaluate goals, resources and costs on an on-going basis.

Expected Outcomes	Success Measure	Required Resources	Timeline	Responsibility
Create a profitability plan that will allow us to evaluate every project based on our true costs.				Vice-president of Administration
Measure all new business opportunities against this plan.		Profitability of production activities will improve.	December 31, 2015	WIPM Director Business & Marketing Manager
Update the plan frequently to assure continued financial responsibility and efficiency.				Planning and Development Director VP of Operations

Action Items:

- ☞ Define Profitability goals for each business unit.
- ☞ Analyze the current goals and objectives of each business unit.
- ☞ Realign and reallocate resources based on viability of each unit and its place within the new strategic plan.



- ☛ Prepare a budget with costs and revenue potential for each business unit to be used as a yardstick to measure financial viability for each project.
- ☛ Establish a “go/no-go” date for each project (i.e. if necessary funds for an event or production by a specific date, the project will not go forward).
- ☛ Provide quarterly updates on meeting the objectives.

Objective 2: Develop plans to complete HD conversion for television and radio and for ongoing equipment replacement.

Expected Outcomes	Success Measure	Required Resources	Timeline	Responsibility
Potential donors will be aware of and prepared to fund the HD conversion.	WIPR TV and FM will be completely HD and equipment replacement costs will be available when needed.		2015-2016	Vice-president of Engineering
Corporations and foundations will be aware of and prepared to fund the HD conversion.				Radio Engineer
A program will be put in place that earmarks money on an annual basis to fund depreciation and replacement of equipment.				Executive Vice-president
				Vice-president of Radio
				WIPM Director
				Vice-president of Operations

Action Items:

- ☛ Analyze what additional equipment is needed to complete HD conversion in both television and radio.
- ☛ Prepare a worksheet that will show equipment still needed, purchase price, vendor and delivery timeline.
- ☛ Determine a timeframe for installation based on the availability of equipment and the staff resources needed to complete the installation.
- ☛ Install and test all components.



- ☛ Broadcasting in HD.
- ☛ Provide quarterly updates on meeting the objectives.

Objective 3: Enhance production capabilities and quality. Assess and evaluate our local production capabilities and establish production quality standards.

Expected Outcomes	Success Measure	Required Resources	Timeline	Responsibility
The production capabilities of the station will be thoroughly measured and defined.	Production quality and capability will improve.		2015-2016	Vice-president of Operations
A plan will be developed to purchase new equipment efficiently and effectively, taking into account the most recent equipment improvements.				Vice-president of Engineering
All productions will be measured against standards of equipment and staff performance.				Vice-president of Radio
				Radio Engineer
				WIPM Director
				Programming Director
				News Director
				VP of Administration

Action Items:

- ☛ Establish standards for production achievement.
- ☛ Evaluate current production quality and capabilities.
- ☛ Determine what equipment and facility resources are needed to reach the production achievement goals.
- ☛ Determine what human resources are needed to reach the production achievement goals.
- ☛ Create a timetable for upgrading equipment and human resources.
- ☛ Decide how to reallocate human resources: who will be trained, who will be moved to other positions.
- ☛ Implement training plan and equipment purchase plan.
- ☛ Provide quarterly updates on meeting the objectives.



Objective 4: Develop a three-year revolving financial plan to provide a balanced budget with adequate reserves.

Expected Outcomes	Success Measure	Required Resources	Timeline	Responsibility
CPRDP departments will know budget expectations for a three-year period.	Budget stability will be achieved.		2015-2016	Vice-president of Administration
Reserves will be available in case of emergencies.				CPRDP President
				Director of Finance

Action Items:

- ☞ Evaluate replacement needs for broadcast equipment, facilities upgrades and non-broadcast equipment needs.
- ☞ Evaluate potential new positions needed as the staff retires.
- ☞ Prepare a plan for replacing or adding assets that includes assumes both one time and recurring costs.
- ☞ Evaluate income position, including expected state and national government support, foundation gifts, corporate underwriting, production revenue and individual giving revenue.
- ☞ Determine what reserves will be needed for emergencies.
- ☞ Establish a plan, approved by Senior Staff and the Board of Directors that will allow reserves to be set aside each year.
- ☞ Develop a balanced budget that each Senior Staff member approves and is accountable for.
- ☞ Provide quarterly updates on meeting the objectives.



2nd Imperative: Our Constituents, Our Community & Our Commitment

Objective 1: Continue to ascertain community needs. Evaluate and develop plans to solve these needs through all available venues and continue on-going dialogue via current means & the Internet.

Expected Outcomes	Success Measure	Required Resources	Timeline	Responsibility
New projects will be developed, as community needs and opportunities arise.	The needs of the communities in Puerto Rico will continue to be well served by a variety of effective outreach programs.		Continuous (reviewed quarterly)	Planning and Development Director
Current projects will be analyzed and changed or dropped, as needed to keep abreast of community needs.				CPRDP President CPRDP
				WIPM Director
				Business & Marketing Manager
				Vice-president of Radio
				News Director

Action Items:

- ☛ Working with the Statement of Cultural Objectives (defined in Objective 2), evaluate community issues.
- ☛ Evaluate which issues can be addressed by the station in accordance with their mission and strategic vision after the Statement of Cultural Objectives has been completed.
- ☛ Determine how the station can best address those issues in the most effective way.
- ☛ Develop funds and a funding plan to achieve the goals of each event and activity as outlined in the first strategic imperative's "go-no go" date.

- ☞ Provide quarterly updates on meeting the objectives.

Objective 2: Identify and prioritize cultural objectives. Start by establishing a clear Statement of Cultural Objectives to serve as a programming guideline via an open dialogue with members of our Board of Directors and Senior Management.

Expected Outcomes	Success Measure	Required Resources	Timeline	Responsibility
A Statement of Cultural Objectives that meets the country's needs will be created and frequently consulted.	The Statement of Cultural Objectives will be a tool used to evaluate the station's relevance and value to the Commonwealth.		First Trimester 2014-2015	Planning and Development Director
Senior staff and board members will use the Statement of Cultural Objectives in discussions on production, programming and outreach.				CPRDP President Board of Directors

Action Items:

- ☞ Establish a clear Statement of Cultural Objectives to serve as a programming guideline with the input of the board, the general public, government officials and the senior staff.
- ☞ Align production and outreach opportunities with the Statement of Cultural Objectives.
- ☞ Use the Statement of Cultural Objectives to shape the station's brand and marketing activities and continuing for the next three to five years.
- ☞ Use the Statement of Cultural Objectives to shape the website interaction with the general public.
- ☞ Re-evaluate the Statement of Cultural Objectives annually and re-align, if necessary.
- ☞ Provide quarterly updates on meeting the objectives.



Objective 3: Provide relevant programming for Puerto Rico by creating programming of interest and relevancy to our local audiences and obtaining programs in Spanish through negotiations with other distributors and creating programs that meet the cultural objectives of the Board of Directors and the Senior Staff.

Expected Outcomes	Success Measure	Required Resources	Timeline	Responsibility
WIPR will have larger audiences who will engage with the station more frequently.	Larger and more engaged audiences who feel a strong connection to WIPR.		Reviewed quarterly	Programming Director
Audience appreciation of the station will increase.				Programming Manager
				Vice-president of Radio
				CPRDP President
				Executive Vice-president
				WIPM Director
				News Director
				Planning and Development Director
				Business & Marketing Manager

Action Items:

- ☞ Using the Statement of Cultural Objectives and the input from the Board of Directors and the Senior Management staff, create a program philosophy that can guide the station in choosing which programs fit the station’s mission and vision.
- ☞ Research sources for Spanish language programs.
- ☞ Evaluate quality, cost and reliability of Spanish language program services.
- ☞ Prepare program schedules that include programs from new sources.



- ☞ Solicit anecdotal feedback from audiences to determine what programs have the greatest impact.
- ☞ Use audience measurement services to determine what programs have the largest audiences.
- ☞ Provide quarterly updates on meeting the objectives.



3rd Imperative: Expand Business Development

Objective 1: Identify and evaluate market potential for entrepreneurial activities. Create solid business plans for all proposed entrepreneurial activities.

Expected Outcomes	Success Measure	Required Resources	Timeline	Responsibility
New business opportunities will be identified.	CPRDP will engage in at least one new business opportunity. Entrepreneurial activities will be more successful and the success can be anticipated and measured.		On - going	Business & Marketing Marketing
Each new entrepreneurial activity will have a business plan that details costs, resources, funding and responsible parties.				Vice-president of Administration CPRDP President WIPM Director Vice—president of Operations

Action Items:

- ☞ Create a competitive pricing structure and rate card for facilities and services.
- ☞ Brainstorm all entrepreneurial activities that the organization can develop.
- ☞ Evaluate the organization’s current capabilities in each entrepreneurial activity and determine the effort and cost needed to bring the station’s capabilities up to competitive standards as each activity presents itself.
- ☞ Determine the need for each entrepreneurial activity by interviewing potential users, looking at current accessibility to these activities by the potential users and the pricing of the services or products currently available in the market.
- ☞ Work interdepartmentally to upgrade facilities, equipment and staff abilities on an on-going basis.
- ☞ Private, commercial contract production work.



- ☞ Provide quarterly updates on meeting the objectives.
- ☞ Define a plan that will measure each entrepreneurial activity on its merits. Merits can include “Does it meet our mission?” “Does it increase our audiences?” “How much revenue will be generated?” “What costs will be incurred?” “What are our likely revenue sources?”
- ☞ Prepare and submit a spreadsheet with answers to each of these questions for every entrepreneurial activity.
- ☞ Provide updates on an “as needed” basis.

Objective 2: Identify federal and state funding programs that support the mission of CPRDP. Monitor federal and state priorities and funding opportunities and build relationships within the public broadcasting community by: Attending and participating in conferences; presenting information to various forums for distribution and consideration.

Expected Outcomes	Success Measure	Required Resources	Timeline	Responsibility
Programming needs and funding opportunities can be anticipated.	A more knowledgeable staff with connections in stations throughout the system.		Semi-annually	Planning and Development Director
Staff will become more connected to the /NPR/CPB system and will gain knowledge of programs and opportunities that are available.				CPRDP President Vice-president of Administration Business & Marketing Manager

Action Items:

- ☞ Continually research grants opportunities at the state and federal levels.
- ☞ Research corporate and private granting organizations that provide funds in Puerto Rico on a continuous basis.



- ☞ Evaluate each new activity for funding opportunities, in conjunction with the “go-no go” policy established in the first strategic imperative.
- ☞ Research public television and radio conference dates, training opportunities and scholarship opportunities in pledge, underwriting, outreach and grant writing.
- ☞ Create a budget for attendance at conferences.
- ☞ Establish credentials for WIPR as an expert in outreach for Spanish speaking audiences.
- ☞ Set up a marketing plan to present WIPR programs at appropriate conferences.
- ☞ Establish credentials for WIPR as an expert in creating Spanish language programming for stations in the U.S.
- ☞ Present Spanish language programs for U.S. audiences at conferences.
- ☞ Provide quarterly updates on meeting the objectives.



4th Imperative: Future Financial Self-Sufficiency

Objective1. Continue our efforts to develop partnerships at the corporate, federal government and foundation levels.

Expected Outcomes	Success Measure	Required Resources	Timeline	Responsibility
Expansion of knowledge of corporate sponsors and their interests.	CPRDP will have broad contacts throughout the Commonwealth and with a variety of federal agencies		On - going	CPRDP President
Expanded knowledge of foundation interests and support opportunities.				Business & Marketing Manager
Contacts with local and federal entities will be strengthen/enhanced.				WIPM Director Director of Planning & Development

Action Items:

- ☛ Research corporations doing business in Puerto Rico to determine how they are involved in the community, where they advertise and what their goals.
- ☛ Prepare marketing information about the stations and CPRDP for dissemination to corporations and foundations.
- ☛ Continue to monitor developments in state and federal government where CPRDP resources can be of value.
- ☛ Hold an annual program preview for current and potential program sponsors (include corporate, foundation and individual sponsors). Use this event to show people what new shows will be coming up on both television and radio and present them with an underwriting packet.
- ☛ Monitor news and events that affect local businesses and foundations to look for opportunities that lead to outreach, underwriting, grant awards or program topics on a continuing basis.
- ☛ Provide quarterly updates on meeting the objectives.



Objective 2: Establish a yearly budget that will take us to our goal of 20% self-sufficiency by the end of 2020.

Expected Outcomes	Success Measure	Required Resources	Timeline	Responsibility
The next three year's budgets will each show budgeting considerations that reflect a combination of at least 5% growth in fund development AND cost reduction.	Measure: Greater financial independence for CPRDP by 2020 with at least 20% of the budget coming from sustainable, non-government sources.		On - going	Vice-president of Administration CPRDP President Business & Marketing Manager

Action Items:

- ☞ Evaluate current financial situation and dependency on government income sources.
- ☞ Evaluate each department for cost reduction opportunities in keeping with the current strategic goals.
- ☞ Develop a fundraising plan that will address all non-government support areas, including, but not limited to, major gifts, pledge drives, annual giving program, production contracts and corporate support.
- ☞ Determine costs of implementing the fundraising plan and budget for that contingency.
- ☞ Establish realistic, but ambitious, goals for fund development in each specific area for each fiscal year.
- ☞ Provide all necessary support in developing human and other assets.
- ☞ Provide quarterly updates on meeting the objectives.

Objective 3: Establish by 2015 our major giving initiative and fund raising group.

Expected Outcomes	Success Measure	Required Resources	Timeline	Responsibility
Volunteers will be identified and trained	WIPR will have at least 1 major gift of \$25,000; 2 of \$10,000 and 10 of		2015-2016	Planning and Development Director



Case statements and fundraising materials will be printed	\$2,500 or more through the giving initiative.			CPRDP President
Potential donor identification and solicitation will begin				Board of Directors
A fundraising schedule will be developed and implemented				

Action Items:

- ☞ Work with consultant to evaluate current major giving initiative, including personnel and materials.
- ☞ Create a comprehensive fundraising plan that will incorporate major gifts.
- ☞ Hire necessary staff and provide ongoing training
- ☞ Purchase all necessary hardware and software to facilitate adequate fund development.
- ☞ Provide quarterly updates on meeting the objectives.



5th Imperative: Partnerships: the way of the future

Objective 1: Develop relationships with Puerto Rican partners/entities that support WIPR’s mission delivery value to the community. Identify entities that may be willing to fund activities related to our mission, while seeking opportunities to work with them.

Expected Outcomes	Success Measure	Required Resources	Timeline	Responsibility
Improved relationships within the university system, among other non-profit organizations, with corporations doing business in Puerto Rico and local and Commonwealth foundations.	New opportunities for outreach, programming and funding that result in measurably better communities and a measurably stronger and more relevant station.		On - going	President CPRDP
A stronger mutual understanding of needs and opportunities.				Business & Marketing Manager Planning and Development Director WIPM Director Board of Directors

Action Items:

- ☞ Survey current partnering organizations and potential partnering organizations to find out what has worked well and what their goals are in the next 3 years.
- ☞ Offer WIPR products and services (at a non-profit discount rate) to government and other NPO’s throughout the commonwealth in tandem with the elements of production improvement and entrepreneurial endeavors described in the 1st and 3rd strategic imperatives.
- ☞ Establish and market a speakers’ bureau to address community organizations about the activities of CPRDP.



- ☞ Explore the idea of a radio program that acts as “the voice of the community” and features a different non-profit or community project on a weekly basis.
- ☞ Provide quarterly updates on meeting the objectives.

Objective 2: Develop relationships within public broadcasting to expand market for production content. Grow contacts made at conferences, exchanging information and providing leadership in the public broadcasting environment.

Expected Outcomes	Success Measure	Required Resources	Timeline	Responsibility
A reputation as a station that can provide Spanish language content to the system.	New partnerships that offer moneymaking opportunities for WIPR and one contract for current programming.		On - going	Planning and Development
A reputation as a good partner for joint ventures.				CPRDP President
A reputation as a purveyor and producer of national broadcast quality program.				Vice-president of Operations Business & Marketing Manager

Action Items:

- ☞ Attend meetings with other general managers in both Public Television and Public Radio.
- ☞ Research needs for Spanish language programming and WIPR programming that can be translated into English in conjunction with the 1st, 3rd and 4th strategic imperatives.
- ☞ Prepare marketing and informational materials about the available programs, as they become available.
- ☞ Create a distribution plan for materials in conjunction with program availability.
- ☞ Follow-up frequently with identified potential buyers
- ☞ Provide quarterly updates on meeting the objectives.



Objective 3: Develop relationships with other Spanish speaking countries to expand the market for production content. Assess and identify marketable WIPR programming for the international marketplace via the design of the marketing plan.

Expected Outcomes	Success Measure	Required Resources	Timeline	Responsibility
Knowledge of programming needs of other Spanish speaking countries.	At least one opportunity will be in progress by the end of the next fiscal year.		On-going	Director of Programming
Preparation of marketing materials that addresses opportunities offered by WIPR				Business & Marketing Manager
Other Spanish speaking countries will have knowledge of what WIPR can provide in the way of programming, training, production and joint venture opportunities.				CPRDP President

Action Items:

- ☞ Research needs for Spanish language programming in the U.S. and throughout the world.
- ☞ Research international and Caribbean conferences for radio and television programming.
- ☞ Attend meetings with other general managers throughout the Caribbean starting.
- ☞ Prepare marketing and informational materials about the available programs as they become available.
- ☞ Create a distribution plan for materials in the U.S., the Caribbean and other countries with an interest in Spanish language programming in conjunction with the 1st, 3rd and 4th strategic imperatives.
- ☞ Prepare a follow-up plan that is frequently updated and re-contacted.
- ☞ Provide quarterly updates on meeting the objectives.



6th Imperative: The Best Company needs the Best People & the Best Organization

Objective 1: Evaluate & re-organize CPRDP in order to better reflect current needs and to support the strategic plan.

Expected Outcomes	Success Measure	Required Resources	Timeline	Responsibility
New organizational design that makes resource utilization more efficient and effective.	An organization where everyone understands the overall goals, their responsibility to the overall goals and a clear vision of how WIPR will achieve those goals.		On - going	Vice-president of Administration & Human Resources CPRDP President Planning and Development Director WIPM Director

Action Items:

- ☛ Work with consultants to evaluate the organization and recommend re-organization opportunities
- ☛ Evaluate re-organization recommendations and revise, if necessary.
- ☛ Implement the re-organization plan and establish accountability, by department, for each objective
- ☛ Provide quarterly updates on meeting the objectives.

Objective 2: Create organizational structure that includes all relevant venues: TV, Radio & Internet.

Expected Outcomes	Success Measure	Required Resources	Timeline	Responsibility
Understanding of what organizational structures can support TV, radio and the internet	A synergistic use of resources within and among all WIPR departments and media.		2014-2016	Vice-president of Administration & Human Resources CPRDP President



Action Items:

- ☞ Work with organizational development consultant to define areas where one department will have the responsibility for all media at the station
- ☞ Establish a line of communication among all media options at the station to maximize opportunities for cooperative activities. (i.e. a high-profile program or series on television can be expanded into stories about that same topic in Puerto Rico and a request for local stories that apply to the topic can be placed on the website. Cross promotion from all three media will expand the interest in and the local impact of the program or series and all three media.)
- ☞ Hire a content director for the station to oversee all media confluence
- ☞ Provide quarterly updates on meeting the objectives.

Objective 3: Re-evaluate and re-align objectives and resources for WIPM-TV in Mayagüez. Investigate opportunity for FCC window to expand radio service to Mayagüez and S.W. portions of the island.

Expected Outcomes	Success Measure	Required Resources	Timeline	Responsibility
A new focus for Mayagüez and the surrounding area.	Mayagüez (WIPM) will have new objectives and resources that align with WIPR's.		2014-2016	WIPM Director Vice-president of Administration & Human Resources CPRDP President Vice-president of Operations Vice-president of Radio

Action Items:

- ☞ Contact the FCC to find out what the window of opportunity is to expand the radio service to Mayagüez
- ☞ Investigate what will be needed to expand the radio signal
- ☞ Determine the costs involved in expanding the radio signal



- ☞ Prepare a fund development plan to commit government, station, public and private money to meet the cost requirements
- ☞ Implement the fund development plan for expanding radio
- ☞ Provide quarterly updates on meeting the objectives

Objective 4: Align resources and production activities with the strategic plan.

Expected Outcomes	Success Measure	Required Resources	Timeline	Responsibility
Staffing will be adjusted to meet current and future production needs.	Staffing will be aligned with the strategic plan			Vice-president of Administration & Human Resources Vice-president of Operations Vice-president of Radio WIPM Director CPRDP President

Action Items:

- ☞ Define what production activities will support the strategic plan for the station on an ongoing basis
- ☞ Analyze what resources will be necessary to achieve the defined production activities in conjunction with the 1st, 3rd and 4th strategic imperatives
- ☞ Reallocate all human resources and all equipment resources and planned purchases currently available to support the strategic plan
- ☞ Determine what additional resources will be necessary to accomplish the goals set for the station by the strategic plan
- ☞ Prepare a timeline to acquire needed additional resources
- ☞ Provide quarterly updates on meeting the objectives.



Objective 5: Provide training for existing staff in line with the strategic plan goals.

Expected Outcomes	Success Measure	Required Resources	Timeline	Responsibility
Establish a training plan that takes into consideration the current level of expertise of existing staff and the knowledge that the station needs to have in order to perform at a competitive level in production and program development.	Staff will be fully trained in areas that offer them personal and professional growth and expertise in their areas of responsibility.		On-going	Vice-president of Administration & Human Resources VP of Operations CPRDP President

Action Items:

- ☞ Evaluate the current staff knowledge and abilities
- ☞ Determine minimum requirements for knowledge in each position
- ☞ Research programs and opportunities to raise staff job knowledge (in-station mentoring as well as more formal training)
- ☞ Set aside funds, by department, to accomplish these training goals
- ☞ Monitor the plan and fine tune, as necessary
- ☞ Provide quarterly updates on meeting the objectives