



2014 -2016 Strategic Plan

*"Framing the Future of Public Media"*

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## INTRODUCTION

### A Look Back

In 2010 Twin Cities Public Television (*tpt*) embarked upon a new strategic plan that was to guide us through the year 2013. We challenged ourselves to re-think what *tpt* could and should be. Our thinking then was framed by three facts that still hold true today:

- First, almost overnight, a younger generation of media consumers, and even a significant segment of PBS' legacy viewers, developed a new set of expectations that we had to hurry to meet: PBS and *tpt* video should be available everywhere – from a 60-inch high-definition screen to a 4-inch iPhone and tablets. And it should be available whenever the viewer wants it. When someone comes to *tpt*'s website, they expect an experience like Amazon: instant information seamlessly delivered and personalized. These expectations continue to evolve, and we must continue to meet them.
- Second, this change in consumer expectations was driven by a tsunami of new technologies and tools that were flooding the media landscape. Some we saw as opportunities and some as threats. For example, in this new media world we are threatened with “disintermediation.” For 57 years, *tpt*'s greatest value proposition was being the intermediary between PBS programming and people's homes. Channel 2 had a monopolistic hold on viewers who wanted to see PBS programming. Not so today, when *Downton Abbey* can be watched on Amazon, and if you miss a *NOVA* show, you can Google *NOVA* and watch at any time of the day or night.
- Finally, we embarked upon a new strategic plan in 2010 because of financial imperatives. All trends that we forecast led to a rapidly approaching point in time when *tpt* would be facing serious financial challenges.

The 2010 plan served us well. Our content and service strategy is more focused and diversified as a result. Significant investments have been made in new digital infrastructure and in expanding our content distribution and production capabilities beyond broadcast. We are becoming more adept at using new tools and technologies not just for content but in our business practices as well. Our organizational culture is transforming to be more collaborative, cross-departmental, and outwardly facing. We achieved ambitious revenue and cost-cutting goals. We launched a \$30 million capital campaign, the most ambitious in the station's history, and raised over \$25 million to invest in new services, facilities, and in *tpt*'s endowment.

During a period of change and transformation, we maintained a strong set of legacy and much valued services such as delivering PBS programming, producing national PBS shows such as *Slavery by Another Name*, *SciGirls* and *Constitution USA*. Our Minnesota Channel continued to connect with the community and other non-profit organizations and recently celebrated 10 years of service. Through *Almanac* and *Almanac at the Capitol* we maintained a visible role in creating a place on television for civilized, thoughtful and unbiased conversation about civic issues. Through *MN Original* and our Legacy-funded productions, we have created an extensive body of work celebrating our rich and diverse arts community and have created powerful documentaries that bring to life the history of our state.

At the same time, fueled by new financial resources from the campaign, we took risks by testing and launching new ideas. With *Next Avenue*, **tpt** entered unknown territory by conceiving, creating, launching and operating a web-based, digital publishing enterprise targeted at America's aging population. It is the first national PBS service that is not broadcast-centric. Knowledge gained through that work informed our creation of a web-only, STEM educational service called *Sparticl*, to be launched in mid-2013.

We invested in building a stronger children's and family service that is focused on school readiness, STEM and literacy. We are working to integrate the powerful educational tools and experiences available through **tpt** into the daily lives of families, educators and caregivers. We laid the foundation to create a new set of experiences for the "net generation." In partnership with major foundations and leading corporations, we bolstered our role in civic engagement through major, multi-million-dollar, multi-year projects such as *Honoring Choices*.

We invested in research to better understand what motivates people to support **tpt** and how to sharpen our messages to them. We reacted to stagnation in our membership efforts by initiating and accelerating new strategies like sustainer programs and door-to-door canvassing, which have given us new optimism about our financial future.

Over the next three years, we will continue to witness the realization of new ideas and services that were seeded by the last plan, and possibly face the reality that some of them simply will not survive. If the past few years were about fine-tuning our longstanding services, testing and launching new ideas, the next few will be about creating stable environments within which they can thrive.

## 2014 – 2016 Looking Forward

The external environment within which we work has not changed materially over the past few years. If anything, more clarity is emerging as the new media landscape matures.

Factors that will continue to have an impact on our work include an environment that is changing from distribution scarcity to free widespread distribution; and from limited means of production to a world where the barriers of production have fallen. Our audiences will continue to have a myriad of choices and expect to get what they want, where and how they want it.

Moreover, all of our stakeholders – viewers, members, corporate sponsors – will also have higher expectations related to customer service, as well as the timeliness and level of personalization in our communications with them.

The greatest threat to **tpt** and local PBS stations continues to be disintermediation. As PBS programming – which today is the primary driver of our value and financial model-- becomes more ubiquitously available, we must continue to place **tpt's** brand in the foreground. Regardless of the distribution channel – broadcast, streaming on mobile platforms, ROKU, or Xbox--we must aggressively communicate that in Minnesota, **tpt**, and our community's support for **tpt**, are the reasons why these programs are produced and available everywhere for their convenience.

Distribution platforms will continue to proliferate. Yet these distribution platforms, if strategically used, can extend *tpt*'s brand, its content, and attract new viewers and supporters. Programs that rested silently and unseen for decades in *tpt*'s physical video library are now digitized and available for viewing online. With initiatives like *Next Avenue*, our service inspired by America's age boom, and *Sparticl*, our STEM education project, we are using new web-based tools to create and distribute content that is totally independent of broadcast.

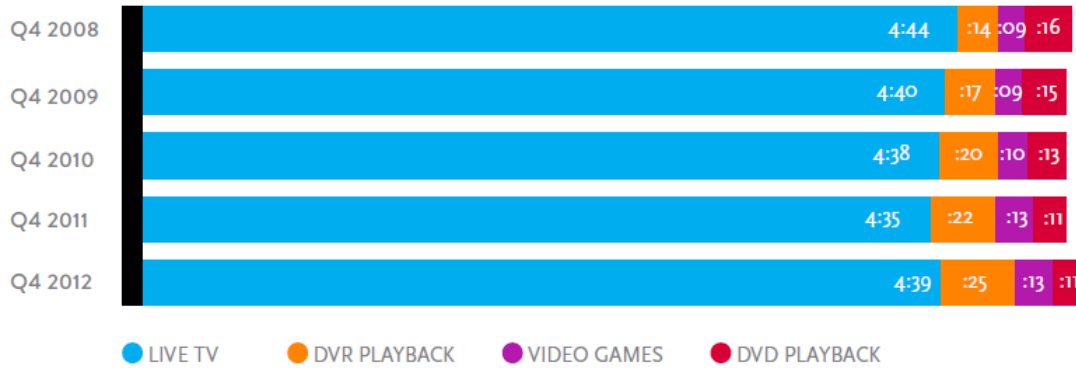
If disintermediation is the greatest threat, aggressively driving and welcoming our stakeholders and viewers to a digital platform may, in the end, be our greatest opportunity. Broadcast, as a distribution channel, is one-way: giving us limited means of understanding or engaging our audience and deepening a relationship with them. Digital platforms allow us to create more personalized consumer experiences that, if done well, could in fact increase our value for and impact on our audiences.

While we will see only incremental changes within the timeframe of this plan, over a longer horizon the cumulative changes will be profound and more visible. Today, as the tables below illustrate, traditional television consumption dominates most age demographics, and time spent viewing television has remained relatively constant over the past few years. That said, there's a fundamental change afoot. While audiences 50-64 years old spend 86% of the weekly "media consumption time" with traditional TV, younger audiences spend far less. 35-49 year olds spend 79%. 25-34 year olds spend 72%. And 18-24 year old spend only 66% of their media time with traditional TV. That's nearly a quarter less time than 50-64 year olds in front of the TV – or if you prefer, nearly 25% more time in front of new media devices.

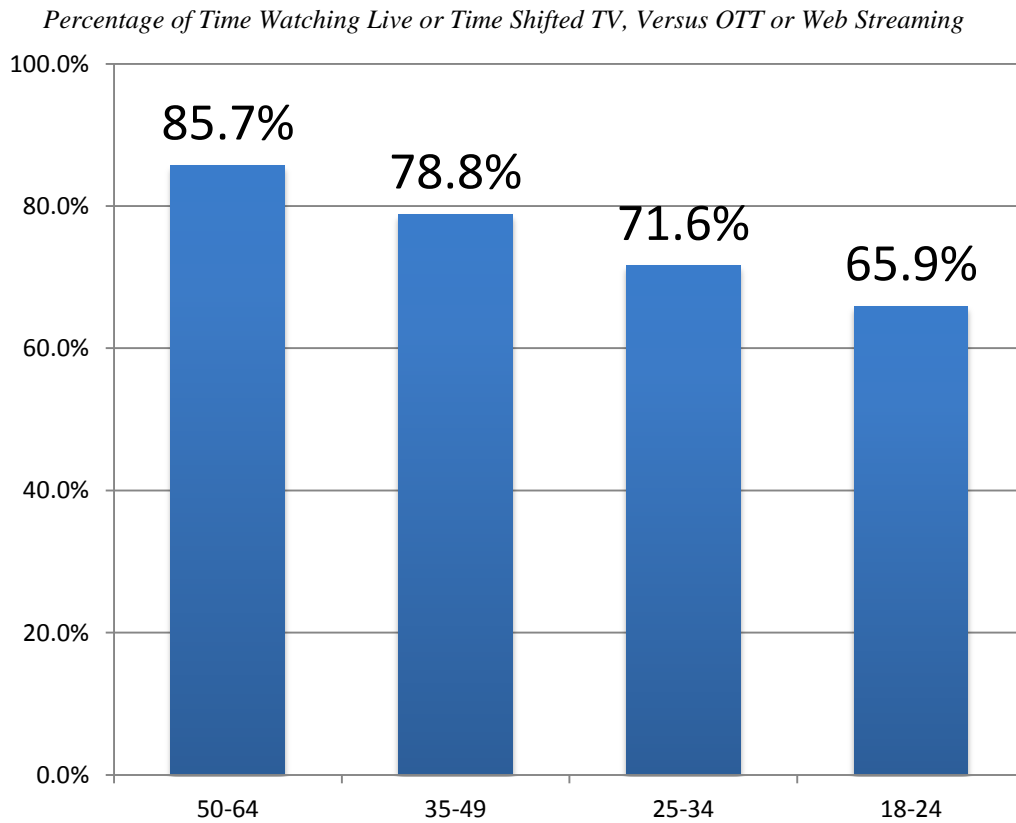
This three-year plan is solidly grounded in the present, but sets its sights on evolving our work and our staff to be prepared for the significant changes we will undoubtedly confront over the coming decade.

## Average Time Spent Consuming Video Has Been Stable

AVERAGE TIME SPENT PER PERSON PER DAY



## But Young Americans Are Watching Less “Traditional TV”





## 2014 – 2016 Strategic Plan

### *“Framing the Future of Public Media”*

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This plan is a blueprint: it defines the vision and structure for our work in 2014-2016. It is less a reinvention of our strategy than it is a refinement of the direction outlined in the 2011-2013 Plan.

In the 2011-2013 Strategic Plan we kept our thinking at a very high level, and organized the Plan around three primary areas of focus: Audiences, Organization, and Resources. In this updated Plan we have expanded those Focus Areas to four, adding “Communication” to the top level of the planning hierarchy.

For this iteration we started with departmental goal-setting in our primary workgroups. Each defined its own Destinations, Strategic Initiatives, and a Narrative for 2014-2016. The individual plans were rolled up into broader top-level Destinations and Strategies for each of the four Focus Areas. (The individual Departmental Plans have been retained for planning purposes but are not included as part of this document.)

This plan encompasses a large body of important work. But we have identified a CRITICAL FEW goals that will make a material difference in our longer-term horizon. These are goals that all of us in the organization will need to contribute to, including:

- Utilize state-of-the-art tools, technologies and practices to know our audiences and donors better and relate to them more personally.
- Become a meaningful part in the lives of a new generation of public media consumers, creators, supporters and leaders.
- Create and execute a wide array of opportunities for individuals to provide financial resources to *tpt*, and make the growth of individual support of *tpt* a stated priority in the work of every department.
- Create and execute a communications strategy, using both traditional and new social marketing techniques that will amplify our story and further engage our community in our programs and services.

## Our Mission

*Enrich lives and strengthen our community through the power of media.*

## Our Vision

Be a leader in public media, both locally and nationally.

•  
Be a trusted resource of information and inspiration for individuals.

•  
Be the preferred media partner for mission-similar organizations.

•  
Be valued as a pre-eminent public institution in and for the state of Minnesota.

## Our Values

Be an exemplary steward of the public trust.

•  
Seek diversity and excellence in people, ideas and services.

•  
Build and nourish relationships in the community.

•  
Hold ourselves accountable for results.

•  
Emphasize innovation in all our work.

•  
Help each other succeed as colleagues.



## Our Guiding Principles

We live our values, caring as much about how we do our work as what we do.



We embrace public media's commitment to engage and serve those in our community whose needs may be unmet by commercial enterprises.



We are an integral part of our community: by strengthening that community, we improve our own lives and build our organization.



We seek to grow this organization and its impact, becoming as adept at using "new" media as we are at using television and leveraging the "triple play" of on-air, online and on-the-ground initiatives.



We build on our core competencies of fostering lifelong learning, promoting civic engagement and preserving the history and culture of our state and our nation.



We continuously improve our operations, using the resources entrusted to us in the most efficient and effective way possible.



We nurture and grow talent throughout the organization, intentionally developing the next generation of leadership for public media.

## The Structure of the Plan

# Focus Areas

CONTENT & AUDIENCES – RESOURCES – COMMUNICATION – ORGANIZATION

*The four areas that serve to organize our company-wide work.*



# Destinations

*What we aspire to be in each of our Focus Areas by the end of 2016.*



# Strategic Initiatives

*The bodies of work that will take us toward our Destinations.*



# Tactics

*Specific actions and individual projects that are undertaken in support of a specific Strategic Initiative. Developed each year in the Annual Plan.*



## Focus Area One: CONTENT & AUDIENCES

### Destinations & Strategic Initiatives

**“Expand Our Audiences and Deepen Engagement with Them”**

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For decades *tpt* has provided a television-based "variety service," appealing to a broad cross-section of the public with programs in various genres and formats. While continuing to capitalize on these proven strengths in serving broad audiences, we also recognize the need to focus purposefully on more narrowly-defined audiences, and to use interactive and online media platforms in combination with our more traditional linear television tools and services.

The five high-level destinations in this section of the Plan are organized around our five primary audiences: General Audiences, Children (and the Adults in their lives), the Net Generation (or “Digital Natives”), people 50+, and other organizations that align with our mission and purpose.

Content & Audiences - Destination One (General Audiences):

**BE A HIGHLY VALUED LOCAL AND NATIONAL PUBLIC MEDIA SERVICE.**

The creation of content that informs and inspires is core to the mission of public media. We seek to be a content resource that the majority of our local community uses with regularity. In addition, we seek to leverage our strengths in insightful storytelling to bring media of importance to national audiences. Recognizing that fundamental change is underway in the media world, we seek to use both legacy and new interactive distribution platforms to reach and engage our audiences.

Strategic Initiatives:

- Maintain strong broadcast audiences and services and aggressively extend our programming, productions and brands across new distribution platforms.
- Create new local program brands and franchises that align with our mission, have specific audience appeal and align with available funding opportunities.
- Create new National programming – for the broadcast and/or digital platforms – that leverage our areas of content expertise, have broad audience appeal, align with available funding opportunities and are responsive to the needs of PBS and its audiences.
- Use broadcast, online and in-person strategies to deepen engagement and relationships with our audiences – we seek to be used by more than half of all Minnesotans every month.

Content & Audiences - Destination Two (Children):

**BE THE REGION'S MOST EFFECTIVELY USED AND HIGHLY VALUED MEDIA ORGANIZATION FOR CHILDREN AND THE ADULTS WHO CARE FOR AND ABOUT THEM.**

Since its birth, PBS has held its service to children as a priority: preparing them for school and for life. We seek to leverage those media assets for our local community, with a specific focus on those underserved communities where our work is needed most. We seek to align with families and educators to “activate” PBS’ assets in local settings, using sustainable events, products and services in service to our youngest audiences. While *tpt*’s and PBS’ children’s services reach everyone, we will be deliberate in working with underserved audiences who are in the greatest need for whom our work is of critical importance.

Strategic Initiatives:

- Grow the number of parents who engage with *tpt* on behalf of their children.
- Grow the number of educators (formal and informal) who engage with *tpt* on behalf of children.
- Leverage PBS KIDS’ assets to the benefit of the local community, sharing our expertise with parents and educators on how to use those assets with and for children.
- Increase year-on-year revenue from individuals, foundations and corporations that support our existing and new products and services.

Content & Audiences - Destination Three (Net Generation):

**PLAY A MEANINGFUL PART IN THE LIVES OF A NEW GENERATION OF PUBLIC MEDIA CONSUMERS, CREATORS, SUPPORTERS AND LEADERS.**

We seek to develop media products for and relationships with the next generation of public media consumers: the so-called “Net Generation,” for whom broadcast services have always lived alongside a digital alternative. We will create new programs, interactive experiences and in-community events: building a “trans-platform” relationship with a generation of media consumers very different from the generations before them. Our goals will be to serve these new audiences well, driving use and engagement that will ultimately lead to involvement with us and to support of us. In addition, we seek to identify and develop individuals in this generation who show the potential and the desire to take public media to the next level in their own professional lifetimes.

Strategic Initiatives:

- Create a brand that signals **tpt**'s commitment to the next generation of public media consumers, creators, supporters and leaders.
- Create broadcast and digital media products and services specifically targeted to our Net-Generation audiences.
- Increase viewing and engagement for existing **tpt** media products and services among Net-Generation viewers.
- Use broadcast, online and in-person strategies to deepen engagement and relationships with Net-Generation audiences.
- Experiment with traditional and non-traditional monetization models for Net-Generation audiences.
- Create learning and development opportunities for emerging leaders at **tpt**.
- Create a sustainable business model for this work.

Content & Audiences - Destination Four (People 50+):

**BE THE LEADING MEDIA ORGANIZATION IN MEETING THE NEEDS AND UNLEASHING THE POTENTIAL OF AMERICA'S BOOMING OLDER POPULATION, BOTH LOCALLY & NATIONALLY.**

As America's Baby Boomers approach the traditional age of retirement, they now face very non-traditional realities and opportunities. We seek to be a valued, trusted and widely-used media resource for these individuals so they can make informed choices about the next stage of their lives.

Nationally we seek to do so in two ways: first, as a primary branded provider to consumers of media products, services and experiences that inform and engage; and second, as a wholesale provider of content to other media outlets seeking to leverage our expertise, experience and investment.

Locally, *tpt's Next Avenue* Experience aims to further serve and engage the 50+ audience by increasing visibility and awareness of *Next Avenue's* content and as a creator of original local content and partnerships.

Strategic Initiatives:

- Increase the number of people consuming *Next Avenue* content both locally and nationally.
- Increase target audience engagement with the *Next Avenue* brand and its content.
- Through original content creation and aggregation build a content library that has value both to consumers and to other businesses interested in reaching a 50+ audience.
- Aggressively pursue a diversified monetization strategy that serves to sustain *Next Avenue's* public service work and generates positive cash flow for *tpt*.
- Use "The *Next Avenue* Experience" as a local activation strategy for the *Next Avenue* brand, to increase visibility and awareness of *Next Avenue* and to create local content and partnerships.
- Continue to pursue partnerships that will bring financial stability to the *Next Avenue* venture.

Content & Audiences - Destination Five (Partners):

**BE THE PREFERRED MEDIA PARTNER FOR ORGANIZATIONS  
THAT ENRICH LIVES & STRENGTHEN COMMUNITY.**

In the 10-year history of our Minnesota Partnerships and Productions work we have broken new ground for public media: establishing the impact and lasting value of strengthening our community by being of service to those who serve it. The legacy of our “preference for partnership” has realized itself in the form of hundreds of partner projects and tens of millions of dollars in mission-aligned media content. We seek to continue the growth of this good work, in which mission-similar organizations leverage *tpt's* assets, abilities and our reach to drive even greater impact in the communities we serve together.

Strategic Initiatives:

- Continue to grow our portfolio of media partnerships that serve our partner organizations and the local community.
- Expand the number and portfolio of new media services offered to Minnesota’s public sector and nonprofit organizations.
- Opportunistically pursue partner media projects that are aligned with *tpt's* strategic target audiences, initiatives and content genres.
- Be focused on sustainability.





## Focus Area Two: RESOURCES

*“Build our Financial Resources to Support our Existing Work,  
and Assure a Sustainable Future for our Organization”*

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Traditional sources of funding for public media have been stagnant or in decline for more than a decade; at the same time the cost of doing our work continues to climb. If we are to achieve our goals of service with and for the community, we must develop new relationships that serve to underwrite that good work, while constantly reminding ourselves of the need to be good stewards of the investments made in us.

Resources - Destination One:

**BE THE PUBLIC MEDIA LEADER IN INDIVIDUAL FUNDRAISING,  
MAXIMIZING DONOR EXPERIENCE AND SUSTAINABLE REVENUE.**

The annual budget underwrites all of *tpt*'s work: it is the essential funding that allows the organization to live its mission, be creative and serve the community. Our organization is evolving and so is our donor base – in how and why they support us. While we maintain a foothold in traditional donor solicitation, we are stepping forward to address this changing environment with a new customer relationship management system and improved online giving strategies. We seek to aggressively acquire new members and to create a large and stable base of sustaining members.

Strategic Initiatives:

- Increase net revenue generated through traditional fundraising techniques that are highly effective with our current donor base.
- Aggressively pursue new donor acquisition and develop new giving channels and models that make giving easy.
- Implement an actionable customer relationship management system (CRM) that eliminates 'siloed' databases, identifies potential membership prospects and serves to grow individual support of *tpt*.
- Create a streamlined online giving, member benefits and communication experience, using online technologies to better understand and address the needs and interests of our members and of potential members.

Resources - Destination Two:

**BE A SOURCE OF STABLE AND SUSTAINABLE MAJOR DONOR FUNDING THROUGH TARGETED HIGH-TOUCH FUNDRAISING STRATEGIES.**

A good major donor fundraising program creates a strong base of support from many individuals and organizations. Moving donors up the “donor giving pyramid” is imperative to building *tpt*'s capacity to serve our community. In addition to building general operating support we will create major donor campaigns that will articulate the case for support and connect *tpt*'s mission and messaging with the strong preferences of current and potential major donors.

Strategic Initiatives:

- Re-define major donor annual support levels and benefits and create new fundraising mini-campaign strategies to better align with donor affinities and *tpt*'s strategic priorities.
- Expand engagement activities with major donors and organizations, including benefit fulfillment activities, annual fundraising events and listening sessions with community leaders to deepen relationships around the issues they care about most.
- Engage our Board members as supporters, advocates and community influencers to extend our reach and secure support within our community.
- Improve the effectiveness and efficiency of our core work utilizing the new CRM platform to better manage relationships and improve data sharing within the organization.

Resources - Destination Three:

**SET THE STANDARD FOR CORPORATE SUPPORT OF PUBLIC MEDIA.**

Our sponsorship department leverages underwriting to provide local revenue and to support the quality programs we broadcast. Our goal is to move beyond a pure “spot sales” approach and create larger transmedia offerings including on the air, online and in-person messaging.

We seek to set a standard of excellence in this work: not just providing a growing & reliable stream of revenue to underwrite our work, but to offer our corporate partners creative, innovative and well-structured underwriting opportunities that meet or exceed their business and philanthropic goals.

Strategic Initiatives:

- Create new multi-platform (bundled) sponsorship opportunities.
- Apply “best practices” to *tpt’s* sales operation, including exploring sponsorship opportunities for digital assets and pre-rolls.
- Maintain focus on our core business, prioritizing new opportunities by strategic importance and revenue potential.
- Leverage new technologies and systems to drive support.

Resources – Destination Four:

**DEMONSTRATE OUR VALUE FOR PUBLIC GOOD AND GROW REVENUE  
FROM LOCAL, STATE AND FEDERAL FUNDING SOURCES.**

Public funding – at the state and national level – is a critical element of *tpt's* fundraising. Over the past decade more than \$25 million in federal funding has supported our national productions in history and science, and grants from Minnesota's Arts & Cultural Heritage Fund have underwritten millions of dollars in local arts programming.

Our goal is to preserve current levels of public funding while finding new and relevant opportunities to increase support and broaden our impact.

Strategic Initiatives:

- Increase awareness and build relationships with Minnesota's congressional delegation and state legislators to support funding for public media.
- Increase Legacy Funding for Minnesota PTV stations annually and secure increasing designations to *tpt* for special projects.
- Lay the groundwork to secure future funding from Minnesota's Environmental Funds.
- Seek new federal funding opportunities that support our strategic business objectives, and develop strategic relationships with partners to produce successful proposals.



## Focus Area Three: COMMUNICATION

*“Build Our Brand to Increase Awareness, Improve Public Attitudes, Increase Usage and Support”*

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Perhaps the simplest, yet most compelling definition of a brand is that it is a “reason to choose.”

In the world of media the **tpt** brand gives viewers a reason to choose us over dozens of available alternative offerings. In the world of non-profit organizations the **tpt** brand gives foundations and donors a reason to choose us over so many other very worthwhile organizations. And in the creative world in which we work the **tpt** brand gives partners and potential employees a reason to choose us over other vendors and employers.

Our goal is to align what others think of **tpt** – our “brand” – with the values we ascribe to ourselves.

Communication - Destination One:

**BE INSTANTLY RECOGNIZED AND VALUED IN THE TWIN CITIES**  
**FOR WHO WE ARE AND WHAT WE DO.**

Branding is essential for the success of any organization. When a brand is registered in people's minds, the identity and credibility of the organization becomes more firmly rooted. TPT has 58 years of credibility with its audiences, but there remain opportunities to better define and amplify our brand, strengthening our connection with the community.

We seek to be a well-known and highly-trusted media partner for Minnesotans: to provide media, events and experiences that serve to instruct and inspire...and to be seen as a leader in bettering the communities we serve.

Strategic Initiatives:

- Review and refine **tpt's** brand positioning that uniquely defines our brand as an essential public media content hub and broadcaster of PBS in the Twin Cities.
- Develop and launch a communication strategy so **tpt** gets credit for the meaningful content, services and initiatives we deliver to our community.
- Ensure our brand personality is consistent with the evolving, innovative public media organization that we are aspiring to become.

Communication - Destination Two:

**DEFINE AND COORDINATE COMMUNICATIONS STRATEGIES  
AND KEY MESSAGING ACROSS THE ORGANIZATION.**

As part of our renewed focus on external communications, we are committed to being effective, efficient and strategic. The good news is that our organization has a tremendous number of stories to share: the reality is that without coordination a constructive dialogue with the communities we serve will devolve into undirected chatter. Consistent, well-aligned communications are vital to building our brand.

We seek to define and deliver our key organizational messages consistently and effectively, while respecting the need for authentic conversations between each of our business units and its constituencies.

Strategic Initiatives:

- Create a communications strategy that ensures consistent **tpt** messaging and the flexibility for departments to communicate with their respective audiences.
- Use the Marketing Department as an internal “agency,” collaboratively supporting all **tpt** departments.
- Leverage the power of CRM and new marketing tools to target key audiences and speak to them specifically.
- Launch integrated social media, email and marketing campaigns to improve engagement and support.



Communication - Destination Three:

**BE VISIBLE AND PRESENT IN OUR COMMUNITY.**

While the majority of our audience is largely interested in a ‘remote control relationship’ with **tpt**, a growing portion of our audience wants a higher level of interaction and engagement. And as **tpt** transforms into a public media company for future generations, breaking down walls and facing outward to our community will be critical to our success.

We seek to use our on-air, online and community-based presences to achieve our mission-based goals, and to share the “why” of our work: to build visibility and credibility in the eyes of those individuals and organizations upon whom we rely for support.

Strategic Initiatives:

- Communicate **tpt**'s message with earned media, barter media, paid media and partnerships to create measurable impact.
- Be the preferred public media partner for events that target our strategic audiences in the community.
- Create a portfolio of mission-based and transactional revenue-generating events that allow **tpt** to interact with our community.
- Humanize **tpt** in the community through video content, events and other opportunities.
- Identify ambassadors and influencers inside and outside the building and listen to our community, letting them shape our brand.
- Seek mutually beneficial relationships with like-minded mission-based organizations.

Communication - Destination Four:

**MASTER THE USE OF NEW MARKETING SKILLS AND TECHNIQUES  
TO MEET STATION NEEDS AND PRIORITIES.**

Changes in both the media environment and in consumers' use of media have resulted in dramatic change to the world of traditional marketing. And in a "socially connected" world where peer referral is the most powerful message of all, consumers are demanding new ways to communicate with brands.

As we open our doors and seek greater visibility and engagement with the community we serve, we seek to be more knowledgeable of and skillful in the use of next-generation marketing techniques, technology and methodology.

Strategic Initiatives:

- Realign and reprioritize resources with communication responsibilities.
- Pursue targeted professional development for new media marketing skills, sharing best practices and building new organizational competencies.
- Better integrate marketing and revenue departments to convert engagement into support via impactful marketing strategies and content.
- Develop marketing tools and leverage new communication channels that reach targeted audiences.



## Focus Area Four: ORGANIZATION

*“Be a ‘Best in Class’ Public Media Institution”*

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TPT is extremely fortunate to be surrounded by a talented, creative, loyal and diverse workforce. By capitalizing on the strengths of our employees, we are able to deliver our mission work with our partners and those we serve in our communities. The strategies outlined in this section of the plan are largely focused on five destinations including: Best Boss’s work strategies; diversity and inclusion efforts; paying attention to measurement and outcomes; ensuring our support divisions are nimble and effectively aligned with the strategic plan; and figuring out how to optimize our workforce by taking advantage of talents and skill sets that move us toward a higher level of organizational effectiveness.

Organization - Destination One:

**BE A BEST PLACE TO WORK.**

Ours is a mission-based business with its roots in technology, but our point of competitive advantage is our people. We seek to find the best, most creative and most diverse workforce, provide them with the tools and training they need to do their work, set goals and create accountabilities, and reward them for their good work. Our success as an organization is inextricably linked to the success of our employees.

Strategic Initiatives:

- Nurture and develop our talent.
- Advance the health, safety and well-being of our employees.
- Foster a culture that inspires employee engagement.
- Enhance work/life balance opportunities.
- Create space and time for innovation.
- Recognize exceptional accomplishments and “nice-try’s,” always learning from our mistakes.
- Proactively ensure communication drives organizational understanding and support.

Organization - Destination Two:

**FOSTER A CULTURE OF DIVERSITY AND INCLUSION THROUGH EXPANSION OF IDEAS,  
PRACTICES, VALUES AND PERSPECTIVES OF OUR EMPLOYEES,  
OUR PARTNERS AND THOSE WE SERVE.**

Organizational diversity and inclusion are essential to our goal of being truly representative of the communities we serve. We see this as more than just a social responsibility or a legal requirement: we rely on a truly diverse and inclusive community of professionals to help us stay in touch with the communities we serve, to understand their needs and to develop and produce products and services that provide impact and value to them.

Strategic Initiatives:

- Ensure a sustainable workforce for the future through a competitive diversity recruitment program.
- Create an inclusive environment that promotes and fosters cultural and diversity education and awareness.
- Drive business development through our diversity and inclusion efforts in production, programming and outreach/events that reach and affect our community.
- Integrate equity, diversity and inclusion into community partner programs and services to foster transparent relationships with underrepresented communities we serve.
- Demonstrate diversity and inclusion efforts by tracking and measuring metrics that matter.

Organization - Destination Three:

**CREATE METRICS TO HOLD OURSELVES ACCOUNTABLE TO TPT'S VALUES, GUIDING PRINCIPLES AND STRATEGIC INITIATIVES.**

Our culture stresses collaboration, excellence and accountability—as an organization and as individual contributors. We seek to maximize the quality of our work, and the impact it makes in the communities we serve, by being clear and focused in our goal-setting, aligned in our efforts and honest in evaluating and reporting our outcomes.

Strategic Initiatives:

- Align our Human Resources systems and practices to the strategic plan.
- Build a coordinated dashboard performance tool and an integrated monitoring system to measure our results against the strategic plan.
- Emphasize the measurement of impacts and outcomes rather than effort.
- Cultivate a culture of accountability that ensures responsibility towards delivering our strategic priorities and operational objectives.

Organization - Destination Four:

**FOCUS OUR SUPPORT DIVISIONS' WORK TO ALIGN WITH OUR STRATEGIC PLAN AND ENSURE EFFECTIVE ALLIANCES THROUGHOUT THE ORGANIZATION.**

Our primary workgroups would struggle absent the assistance they receive from our support departments: Interactive Media, Facilities, Finance, Technology and Legal. We seek to invest as much of our available capital (human and financial) in the direct provision of programs, products and services for our community; always being a good steward of public's trust and investment by being both effective and efficient in our work.

Strategic Initiatives:

- Ensure core support systems are aligned with our strategic plan, and our systems and tools are both standardized and improved across the organization.
- Streamline and simplify functional administrative processes to reduce costs and achieve efficiencies.

Organization - Destination Five:

**OPTIMIZE ORGANIZATIONAL EFFECTIVENESS THROUGH CROSS DEPARTMENTAL COLLABORATION.**

We believe that we work best when we work together, collaborating to share talents and strengths that leverage our organization as a whole. We choose to create systems and structures that help facilitate that collaboration by removing legacy structures that act as impediments to creative thought and action.

Strategic Initiatives:

- Develop organizational skills, tools and opportunities to harness and leverage our internal resources.
- Implement a collaborative decision making process that requires and rewards participation.
- Design and cultivate communities of and processes for innovation and idea sharing.
- Create systems, teams and forums that facilitate employee engagement and collaborative outputs.
- Establish centralized communication systems, project teams and forums for discussion that facilitate employee engagement and collaborative outputs.