



TWIN
CITIES
PBS

The 2020 Plan

September 2017

Twin Cities PBS – The 2020 Plan

THE MISSION

Enrich Lives and Strengthen Communities Through the Power of Public Media

Public media's value is fundamentally determined by its relevance and its meaning in the lives of individuals and communities. While commercial media is driven by the imperatives of advertisers and shareholders, public media is driven by mission -- to enrich people's lives, to spark learning, to drive engagement, and to build community.

In a world awash in media, *public media* remains essential. One of the most important ideas driving *public media* is the concept of "public" itself – that there is something inherently valuable and worthwhile about media that is created by, supported by, and accountable to the public.

We at Twin Cities PBS are in the business of enriching lives and improving the communities we serve through the power of *public* media. As we look forward to the next three years, we find ourselves in an enviable position of executing this plan from a position of strength and opportunity. Our overarching goal is to reach and engage more people, and have a greater impact in their lives and communities, than we have ever had in our sixty-year history.

THE FOCUS

We Will Organize the Work We Do in Three Broad Categories.

1. We will continue to be inclusive and serve a broad, diverse audience with general interest content. We will present, arts, history, news, public affairs, music, and politics - content that will be of interest to those who, from all walks of life and ages, are curious to learn and grow. We will respect our audience as people, not consumers.
2. We will focus our efforts on helping people navigate discrete and formative stages of their lives. By doing so, we can fill a void in the media landscape and have an immeasurable impact on people's lives. We will focus on:
 - a. Giving children the best start in life as possible;
 - b. Helping young adults to thrive and engage in their communities; and
 - c. Helping older adults live as fully and vitally as they can.

3. We will excel in four additional areas. We will be known for our innovation in leveraging media to:
 - a. Present and celebrate Upper Midwest arts, preserve and explore our history, and foster understanding and respect across cultural differences;
 - b. Engage our communities with issues of consequence through our public affairs and civic engagement work;
 - c. Advance inclusive and engaging teaching and learning in STEM education; and
 - d. Serve as the preferred media partner to Minnesota’s non-profit, educational, and public institutions, amplifying their reach and deepening their impact.

THE MEANS

MISSION - LISTEN – CREATE – DISTRIBUTE – LISTEN - REPEAT

The business model we use to achieve our mission and serve our audiences is simple. It begins – always – with mission and with audience. By focusing on our mission and listening to audiences, we look for needs and interests that are not being served in the commercial media environment. We create **products** and **services**, and share them on **platforms**. Twin Cities PBS has three primary platforms where we share our content: broadcast, online, and events. Our goal is not just to share our content but also to actively engage our audiences. We listen, build connections, assess whether our content is making a difference, meeting their needs and interests, and invite them to share content within their own networks, get involved, or support us financially.

AUDIENCE IMPACT EDITORIAL AND CONTENT	AUDIENCE ALIGNMENT AND DISTRIBUTION	AUDIENCE FEEDBACK, EXPERIENCE, ENGAGEMENT AND CONVERSION	
Iterative Process			
<p>With Audience feedback, research and community input, we first define what impact we want our work to have for which audience.</p> <ul style="list-style-type: none"> • <i>Inspire people 50+ to lead a healthy and vital life</i> • <i>Engage and inspire young adults to consume public media and to make good life choices</i> • <i>Collaborate with other nonprofits to increase their impact in the community</i> • <i>Etc.</i> 	<p>Based on that Impact and audience goals we decide what content or products we create or acquire.</p> <ul style="list-style-type: none"> • <i>PBS/APT/NETA/BBC</i> • <i>Rewire</i> • <i>Next Avenue</i> • <i>SciGirls</i> • <i>MN Experience</i> • <i>MN Original</i> • <i>Almanac</i> • <i>Etc.</i> 	<p>We place our content on right distribution and “return” channels.</p> <ul style="list-style-type: none"> • <i>Broadcast</i> • <i>TPT Digital Content Platform</i> • <i>YouTube</i> • <i>Facebook</i> • <i>Snapchat</i> • <i>Instagram</i> • <i>E-news</i> • <i>Events</i> • <i>Etc.</i> 	<p>Once we connect audience with content, work to engage, build loyalty and move them to express their appreciation for our work by:</p> <ul style="list-style-type: none"> • <i>Supporting us financially</i> • <i>Sharing, liking us on social media platforms</i> • <i>Advocating and being ambassadors</i> • <i>Etc.</i>
Enterprise-wide Support			

GUIDING PRINCIPLES

As We Do our Work and Contribute to the Plan, We Will be Guided by the Following:

- Be obsessive about knowing, engaging and serving our audiences
- Be intentional about knowing, including, hiring, engaging, and serving diverse individuals and communities
- Become digital masters in content creation, distribution, audience development and revenue generation
- Be clear about what differentiates us in a crowded and cacophonous media landscape;
- Build toward things that last
- Define, measure, and communicate impact
- Make our customer experiences as frictionless as possible
- Make our internal business processes slim, clear and efficient so that as many resources can be directed to serving our mission as possible
- Engage, invest and develop future leaders who can navigate the new media landscape

OUR VALUES

These are the Values that We Embrace as an Organization and that Guide our Work:

- Earn and re-earn the public trust
- Seek diversity and excellence in people, ideas and services
- Build and nourish relationships across our communities
- Think creatively
- Take responsibility for our actions and results
- Win together!
- Behave ethically, honestly, and fairly
- Lean in, act with courage, challenge the status quo
- Learn continuously
- Be obsessive about the needs of our audience

KEY OUTCOMES

What Will Change in Three Years? Over the Course of the Next Three Years We Will:

- Accelerate our transformation into a multi-media, multi-platform public media organization
- Achieve greater output, impact and visibility of our work
- Invest more of our human, technical and financial resources into the new digital content and audience development tools at our disposal
- Hire or train to fill the competency gaps that exist in using these tools
- Break down the silos that exist between our content and editorial teams
- Arm our staff with the tools and data to excel at what they do
- Play to our strength of having a television station
- Impose a new discipline and work flow for our content and audience development work

TWIN CITIES PBS – THE 2020 PLAN

Content and Enterprise Focus Areas and Goals

This section summarizes the directions that were set by the 16 staff planning teams, the executive strategic planning team, and the Board of Trustees, setting a course for TPT over the next three years. As has been our practice, each year we re-visit these goals and the course we have set to assure that they are still relevant given the ever-changing environment within which we operate. Out of these directions and destinations, annual strategic and tactical plans are made.

We divided our planning teams into two broad categories: those focusing on Content and Audiences, and those focusing on Enterprise-Wide Goals. Seven key or critical goals emerged in the plan, and then each content and enterprise planning group created a high-level strategy and tactical document on one page. Below are the seven key goals and one-page summaries from the planning groups that support the Twin Cities PBS – 2020 Plan.

SEVEN KEY GOALS AND INITIATIVES

As we reviewed the body of work we hope to accomplish by 2020, seven key items emerged as new and among our highest priority

1. Through increased fundraising and reallocation of existing resources, create a minimum of \$1.8 million to invest in our future.
2. Launch a new Upper Midwest history series.
3. Launch a new weekly broadcast series on TPT that will be a place to feature all that we do in a magazine format show.
4. Create a “next generation” digital content platform and distribution strategy that will significantly increase the numbers of people who consume, engage and support us online.
5. Through a multi-media, multi-platform, community engagement model, address no fewer than 2 major issues facing our community.
6. Create a unified and focused Digital Product Development, Distribution and Business Unit.
7. Create a business intelligence competency matrix team that will work with business units to create and track KPIs, and provide data for sound decision-making.