

FY25 STRATEGIC PLAN



Our Core Purpose

Nine PBS magnifies and deepens understanding of our community to help our region flourish.

Our Values

Community

There is great joy in being an essential part of our community and this propels our work in the region and beyond.

Trust

Our community relies on us to act with integrity, to be transparent, and tell authentic stories.

Equity

For our community to thrive, everyone must thrive. We bring people together to amplify voices and work toward solutions that identify and eliminate barriers for all.

Learning

We believe in the transformative power of learning for everyone.

People & Culture

We create and sustain a positive, high-performing, inspiring, and inclusive culture that prioritizes the well-being and belonging of every member of our team.



Community, Relationships & Stakeholders

We convene and listen to our community and strengthen relationships with trusted partners in our region and beyond.



Strategic Priorities That Align to Drive Us Forward

Financial Strength & Sustainability

We are a valuable community institution worthy of investment and will be well-resourced with strong reserves to sustain growth and address challenges.



Platforms, Content & Relevance

We use key platforms to strengthen our region and expand audiences. Through engaging and educational content and experiences we remain relevant in the ever-changing media landscape.



The four focus areas of the Nine PBS 2022-2024 Strategic Plan—People & Culture; Community, Relationships, & Stakeholders; Platforms, Content & Relevance; and Financial Strength & Stability—have served us well over the past three years and continue to be directionally sound.

Outlined below are the updated strategies and tactics in our four priority areas to guide us in FY25.



We create and sustain a positive, high-performing, and inclusive culture that prioritizes the well-being and belonging of our team.

Be a great and productive place to work.

Strategy:

- Offer competitive wages, benefits packages, and policies that support work/life integration and advance equity.

Tactics:

- Review staff compensation annually to ensure equity across positions and to make advancement recommendations, as needed.
- As job opportunities are posted, review regional pay scales to ensure competitive wages.
- Consult with benefits representatives annually to ensure packages are cost-effective to both employee and organization.
- Conduct annual review of policies in employee handbook, adjusting as needed to ensure policies support work/life integration and advance equity.

Strategy:

- Use our community engagement model internally to identify needs/priorities so staff feel heard and valued.

Tactic:

- Ensure regular cadence of formal and informal listening opportunities (including surveys) with staff that enable the identification of organizational strengths, opportunities to improve, and staff priorities that can be implemented into action items.

Strategy:

- Prioritize connection and sense of belonging for all staff throughout their employee experience.

Tactics:

- Continuously connect staff to ERGs, Circles, social hours, book clubs, other opportunities for community and connection.
- Utilize staff feedback to continue to operationalize what “belonging” means to staff so action items can be developed.

Equip staff with the resources they need to thrive, so our work continues to be exceptional.

Strategy:

- Ensure ongoing access to high quality training and development opportunities that enable staff to grow personally and professionally.

Tactics:

- Implement a professional development (PD) application process that enables staff to apply for opportunities aside from public media conferences.
- Provide quarterly reports to determine how many staff have engaged in PD opportunities.

Strategy:

- Hold staff accountable to perform at their best using clearly defined expectations for how and what they should accomplish.

Tactic:

- Support supervisors in goal development and performance management processes to ensure expectations are clearly defined.
- Support supervisors when employee issues arise to reinforce expectations, address performance/behavior issues, and mitigate risk to the organization.



We bring people together and listen to our community and strengthen relationships with trusted partners in our region and beyond.

Create a culture of listening and sharing to inform our work.

Strategy:

- Bring our community together to actively listen to the opportunities and challenges in our region.

Tactics:

- Schedule ongoing solution-focused conversations with community members, partners, and leaders.

Strategy:

- Listen across every platform.

Tactic:

- Develop a process and use it to share data and trends cross-functionally and actively incorporate these learnings into our work.
- Track programs, resources, initiatives, content, etc. that were developed as a direct result of listening.

Strategy:

- Maintain and establish trust with groups from across the community.

Tactics:

- Evaluate survey data across groups to understand trust levels and adapt our work.
- Use a feedback loop to share our learnings, trends, updates and new resources with audiences.
- Conduct annual reviews of staff, volunteer, and board demographics in comparison to the St. Louis Metropolitan Region.

Strategy:

- Develop programs and activities that authentically represent and engage disinvested communities, families, and individuals.

Tactics:

- Include the people we serve in the development of our work and resources.

Leverage local, regional, and national relationships that enable us to strengthen our region and beyond.

Strategy:

- Build durable, mutually beneficial relationships with trusted organizations, especially those addressing inequities in the region.

Tactics:

- Executive Team and staff continue representing the station at regional tables, events, and through partner collaborations.
- All executive team members participate on at least one external committee or board to build relationships and better understand community.

Strategy:

- Lead our industry in audience and engagement.

Tactic:

- Foster a culture of learning and engagement by continuously offering opportunities for learning and sharing.
- Stay current on trends and research that advance Nine PBS goals and our community.
- Test, iterate, adapt the work we do in content and education.

Create Nine PBS Champions.

Strategy:

- Communicate our purpose and impact clearly and regularly to attract staff, volunteers, and board members who are representative of our region to our work.

Tactics:

- Create comprehensive annual communications plan that is concise and usable.
- Develop a communications toolkit and conduct regular/annual messaging training with staff, volunteers, and board members.

Strategy:

- Enable staff, volunteers, and board members to understand how their work contributes to the organization's success.

Tactic:

- Retain The Rome Group to implement a Resilience and Redundancy Plan.
- Create an internal/external communication plan that reinforces our purpose, values, and impact.



We use key platforms to strengthen our region and expand audiences. Through engaging and educational content and experiences we remain relevant in the ever-changing media landscape.

Create and distribute content made by, for, and about our region.

Strategy:

- Determine short-term and long-term content priorities through assessment of current trends, national and local significance, and community needs.

Tactics:

- Define and document methodology for how we decide and prioritize our content plans.
- Build and maintain a 3-year content pipeline with topics and projects.

Strategy:

- Engage with diverse producers and filmmakers to create and distribute in-depth, high-quality content that tells impactful stories around priority community issues.

Tactic:

- Create an electronic submission and quarterly review process with a cross-functional internal committee to evaluate productions for air/streaming.
- Distribute at least 3 new produced projects relevant to the community or topical issues for FY 2025.

Strategy:

- Collaborate with trusted national and local organizations to create and distribute trusted and thought-provoking content that contextualizes local issues.

Tactics:

- Partner with at least 2 organizations that yield a special project or program.
- Define scope and objectives of Media Collective.

Optimize our content across platforms to reach audiences where they are – using broadcast, social, digital, and our presence in the community.

Strategy:

- Develop content with audience and platform in mind to reach key audiences.

Tactics:

- Develop creative briefs and strategy docs to ensure strategic content that lead with audiences and platforms.

Strategy:

- Define our content and platform strategy for long-term impact and growth.

Tactic:

- Audit all our platforms (YouTube, PBS app, social media, etc.) and content; develop plans to improve workflows and processes to engage and reach audiences.
- Leverage social and digital media and experiment with new tools and apps to engage our community and enhance our responsiveness through local content.
- Disaggregate data among general audience (where available) and target audience of 25-44 year olds to determine the extent to which we are successful across key audiences.



Vigorously promote, champion, and share our body of work.

Strategy:

- Create and share messages that make clear our unique story of impact.

Tactics:

- Create comprehensive annual communications plan.
- Create a communications toolkit with clear messaging that details impact.
- Identify key impact testimonials (e.g. Captain Sam)—2-3 per year—and tell those stories across all departments and platforms: via video, in donor letters, in the magazine, on social media, etc.
- Experiment and execute effective campaigns that integrate owned, earned, and paid media to attract new audiences.
- Ensure consistent branding across platforms that gives proper attribution to Nine PBS.

Strategy:

- Identify new audiences and influencers that can share our story.

Tactic:

- Research influencers in the region that align with key audience groups (e.g. parents; young friends; Hispanic; Black, etc.) and explore collaboration opportunities.
- Identify key events/organizations to partner with on an ongoing basis to have several touchpoints throughout the year.
- Conduct listening sessions/focus groups with select influencers and new audience groups to generate ideas/opportunities to connect with them across the region.

Strategy:

- Produce engaging and memorable in-person experiences that grow audiences and build lasting relationships.

Tactic:

- Identify core programming and initiatives (both local and national) to develop meaningful events around that target each key audience group.
- Determine follow-up strategies/tactics to keep new audiences engaged post-event.
- Use 314 Day as a template/example of how this works across Nine PBS teams and with various partners.

We are a valuable community institution worthy of investment and will be well-resourced with strong reserves to sustain growth and address challenges.

Plan for a healthy financial future.

Strategy:

- Identify and plan for areas of risk.

Tactics:

- Maintain up-to-date insurance policies.
- Maintain certificate of insurance tracking process.
- Consult with attorneys and financial experts, as needed.
- Manage financial reserves with a goal of long-term sustainability.

Strategy:

- Maintain an adaptable three-year financial plan that reflects aspirations, anticipates the future, and is realistic and attainable.

Tactic:

- Present updated three-year financial plan at the August finance committee meeting each year.
- Monitor/Update the plan using quarterly budget vs actuals throughout the fiscal year.

Strategy:

- Monitor Investment Policy and spending strategy to maximize sustainability.

Tactics:

- Update Investment Policy in line with investment advisor's recommendations.
- Analyze/adjust throughout FY25 to reach desired reporting pattern.
- Review Investment Policy, annually, and update as needed.

Strategy:

- Invest realized bequests in the board-restricted endowment.

Tactics:

- Issue excess bequest funds to quasi-endowment once annual bequest budget is realized.

Ensure a Culture of Philanthropy.

Strategy:

- Provide an excellent donor experience designed to enhance engagement and increase giving now and in the future.

Tactics:

- Develop donor engagement and communication strategies for our existing and prospective funders (individual donors, foundations, and corporations).
- Remain focused on data integrity.
- Ensure all staff are trained in giving opportunities.
- Ensure strong annual performance in addition to campaign success.

Strategy:

- Enhance our Major Giving Program and deploy new Mid-Level Giving Strategy.

Tactic:

- Complete Veritus Courses focused on Mid-Level Giving and Major Giving for Leaders.
- Major and Planned Giving team align Portfolio Management efforts by adopting the Veritus Way "Donor Engagement Plan."
- Annually review portfolios and realignments, as needed.

Strategy:

- Operate a year-round "membership strategy" to grow membership to 47,000 and increase the number of sustaining members from 48% to 50% by end of FY25.

Tactic:

- Implement omni-channel membership drives monthly, continuing to shift our focus from quarterly pledge drives.
- Work alongside Marketing for themed focus and local messaging.
- Track Passport usage and trends; analyze and report monthly.

Invest in our Facilities.

Strategy:

- Create a comprehensive facilities plan.

Tactics:

- Create guides for maintenance, renovation and enhancements to be updated every 3 to 5 years.
- Create an annual capital replacement plan to maintain our properties and equipment and ensure it is funded.

Strategy:

- Renovate our building to be a community and content center.

Tactic:

- Deploy the right resources to sustainably invest in our building.



