

2022-2024 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.



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

I. Be an employer of choice.

- a. Offer team competitive wages, benefits packages, and policies that support work/life integration.
- b. Communicate our purpose to create and model a safe environment that empowers people to solve issues, think big, and make our work better.
- c. Assess and make recommendations for our workload and organizational structure so that we can work effectively and efficiently across teams, prevent burnout, and ensure we can retain talent.
- d. Create and communicate an employment brand and engagement ethos that demonstrates why Nine PBS is a joyful and impactful place to work.

II. Create and sustain a diverse, equitable, and inclusive culture.

- a. Make talent one of our competitive advantages through equitable pay, policies, and practices.
- b. Prioritize connection and sense of belonging for all staff throughout the employee experience.
- c. Provide safe spaces that balance foundational learning and personal exploration of Diversity, Equity, Inclusion and Belonging (DEIB) principles for all staff.
- d. Engrain DEIB into our organizational DNA by having each team set measurable DEIB goals around their work.



III. Focus on training and development across the organization.

- a. Embed coaching and development into every supervisor's core responsibilities.
- b. Create a culture of learning by ensuring team members have consistent access to professional development resources and opportunities.
- c. Regularly update position descriptions for all staff and create individual development plans for each team member.
- d. Create career paths, mentoring opportunities, and job shadowing for people to grow within the organization.

IV. Deploy staff, volunteers, and board members to amplify our reach and impact.

- a. Attract diverse staff, volunteers and board members that are representative of our region.
- b. Communicate our purpose in a way that attracts staff, volunteers, and board members to our work.
- c. Equip our staff, volunteers, and board members with the information needed to effectively tell our story to the community and deepen the impact of the organization in our community.

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

I. Convene those impacted and those addressing pivotal issues in the region to inform our work.

- a. Use our physical spaces to bring our community together to address community opportunities and challenges.
- b. Listen—across every platform and use what we learn to inform our work and incorporate those learnings into our content.
- c. Continue to maintain trust with groups from across the community.
- d. Engage groups that typically do not have a voice in our region to gain new and needed perspectives.
- e. Ensure all programs and activities are accessible to disinvested communities, families, and individuals.

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

- a. Build durable, mutually beneficial relationships with trusted local organizations, especially those addressing inequities in the region.
- b. Continue to influence and lead our industry in key areas.
- c. Learn from like stations across key focus areas to inform our work.



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.

- I. Create and amplify content that positions us as a hub for stories made by, for, and about our region.**
 - a. Align our core purpose, resource availability, and what we learn from convening the community to decide what work we do.
 - b. Develop and distribute in-depth, high-quality content that highlights diverse perspectives and strengthens our community.
 - c. Engage diverse producers and filmmakers who tell impactful stories around priority issues in the community.
 - d. Collaborate with trusted national and local organizations to create and distribute trusted and thought-provoking content that contextualizes local issues.

- II. Optimize our content to reach audiences where they are—using broadcast, social, digital, and our presence in the community.**
 - a. Use audience data and research to create a plan to expand key audiences.
 - b. Define our content strategy to position our flagship programs and content priorities for long-term impact and growth.
 - c. Leverage social and digital media to engage our community and enhance our responsiveness through local content.

- III. Improve learning opportunities.**
 - a. Create community resources that address community needs and align with our local and national content.
 - b. Through our educational platforms, improve learning opportunities for our most vulnerable community members.
 - c. Explore new opportunities to create resources that align with community priorities.

- IV. Vigorously promote, champion, and share our body of work.**
 - a. Create and share messages that make clear our unique story of impact.
 - b. Experiment and execute effective campaigns that integrate owned, earned, and paid media to attract new audiences.
 - c. Identify new audiences and influencers that can share our story.
 - d. Ensure consistent branding across platforms that gives proper attribution to Nine PBS.
 - e. Produce engaging and memorable in-person experiences that grow audiences and build lasting relationships.



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

I. Plan for a healthy financial future.

- a. Identify and plan for areas of risk.
- b. Create an adaptable three-year financial plan that reflects aspirations, anticipates the future, and is realistic and attainable.
- c. Invest realized bequests in the board-restricted endowment.
- d. Do the kind of work that attracts transformational gifts.

II. Adopt and implement a moves management process.

- a. Attract and retain more donors, including individuals, foundations, corporations, and government.
- b. Focus on digital revenue opportunities.
- c. Develop new members and move existing donors along the full path of our donor pipeline/continuum.
- d. Increase sustainer growth within mid-level and major donors.
- e. Create personas to broaden racial, ethnic, and age diversity of donors.
- f. Involve the board and volunteer corps in identifying, attracting, and securing additional sources of funding.

III. Invest in our facilities.

- a. Create a comprehensive facilities plan.
- b. Create an annual capital replacement plan to maintain our properties and equipment, and ensure it is funded.
- c. Raise capital needed for building renovation.
- d. Utilize our facilities to generate additional revenue.

