Innovative content creation

**Strategic issue:** Improve the original content created by MPT in ways that better serve Marylanders and statewide communities.

- Better meet the needs of Marylanders’ understanding of public affairs issues.
  » Re-design some public affairs programs and add new content to augment MPT’s coverage of Maryland issues.
- Replace or redesign aging properties such as *Your Money & Business*
  » Conduct viewer, staff, and producer panels to help generate fresh ideas and approaches and then work with MPT production staff to implement.
- Enhance Marylanders’ understanding of state history.
  » Create stand-alone programs/segments to better tell the stories of Maryland’s rich history.
- Leverage *Outdoors Maryland*’s continuing popularity to expand its reach.
  » Rein vigorate *Outdoors Maryland* by updating its look and style and by expanding its presence statewide through the active and strategic use of social media, outreach, and membership opportunities.
- Create profitable national programs for the public TV system.
  » Re-organize the National Productions unit to more strategically and profitably create popular national programs for public TV stations.

- Enrich MPT’s digital presence with high-quality content that has an affinity with scheduled programming, local public affairs issues, and other stories of interest.
  » Position MPT Digital Studios to become a well-known regional content creator that strengthens and expands programming for our current demographic and that also attracts a younger demographic through more promotion on MPT platforms, cross-media promotion, and creative partnerships.
- Fill the information vacuum left by the contraction of The Baltimore Sun and other local in-depth media.
  » Produce additional content focused on local issues including program-length shows, segments, digital-first content, and television town hall meetings.
  » Create a strategy to procure funds needed to expand and enhance coverage of statewide news.
- Expand Chesapeake Bay Week’s reach and impact.
  » Increase the quantity and quality of Bay-related programming content and establish more formalized strategic partnerships.
- Raise more funds for original programming.
  » Hire a second production funding executive.

**Strategic issue:** In the National Corporate Support unit, the market for TV spots and, specifically, public television media, is shrinking. Digital is growing, but advertisers are buying less each year from public media outlets. However, the need for national production dollars remains critical.

- Position public media’s audience and MPT’s advertising vehicles as highly desirable and a good value.
- Customize each sponsorship opportunity with more value and options. For example, add more digital opportunities and collect, present, and value data for each opportunity/platform exposure.
Programming our channels

**Strategic issue:** Public consumption of traditional (broadcast, cable, satellite) television is declining, and non-traditional methods (such as content streaming platforms) are witnessing a viewing increase. At the same time, MPT faces the dual challenges of (1) a limited budget available to build compelling and audience-friendly public TV schedules and (2) fundraising programming that has an adverse effect on increasing audience levels.

- Keep current members and attract new ones by building a larger audience for MPT programs.
  » Ensure all identifiable platform rights are licensed for all programs in order to participate in live local streaming.
  » Continue to monitor ratings and devise new scheduling tactics to improve flow.
  » Acquire a wider, more diverse range of content from national distributors.
  » Stay informed of best practices of PTV programming divisions in top-rated markets.
  » Work with Corporate Support to devise stunts and themes to monetize as well as attract members of underserved communities.
  » Acquire more hours of viewer favorite programming.
  » Acquire new programs which will appeal to a wider and more diverse general audience.
  » Continue to optimize channel dayparts and whole day schedules to boost audience.
  » Revise traffic procedures and staffing responsibilities to better monitor MYPBS, ProTrack and PMM resources to improve schedules for all MPT channels.
- Bring in new business as a presenting station for national public media distribution.
  » Increase amount of program content brought to MPT for possible presentation.
  » Streamline process for working with outside producers on national distribution.
  » Work 9-12 months ahead on securing agreements and partnering with outside producers for national distribution to secure funding in advance.
  » Develop marketing plans to improve national station clearances.
  » Continue involvement in national program contract discussions further “upstream” to offer better input that will help secure more funding/resources for national distribution needs.
  » Design and launch a year-round, paid advertising effort to promote tune-in.
- Help present a clearer picture of MPT audiences across all platforms.
  » Combine audience research from multiple sources into one dashboard using common metrics.
  » Participate in ATSC 3.0 business development activities and plan for measuring new digital services.

Educating our citizens

**Strategic issue:** Increase the value, relevance, and awareness of MPT instructional media and service offerings for child care and PreK-12 education communities.

- Expand professional development opportunities both online and face to face.
  » Broaden PreK-12 online course offerings to provide new learners more options and returning learners additional choices through strategic content partnerships.
  » Update early childhood online courses both in content and technology.
  » Create media literacy courses both online and face to face raising funds to aid development and a sustainable model for ongoing implementation.
- Develop innovative learning resources on Thinkport.
  » Develop strategic partnerships for new resource development and grant opportunities.
  » Research federal grants targeting two submissions per year.
  » Explore opportunities to develop PreK-12 media literacy activities with school districts leveraging available resources in public media.
  » Envision activities with new MPT studio to showcase projects engaging families with station.
- Develop a plan to increase activity in career technical education (CTE)/workforce development.
  » Continue engagement of key stakeholders to inform needs.
  » Collaborate on projects across station divisions.
  » Target both government and business fundraising.
  » Increase MPT visibility in early childhood and PreK-12 communities statewide.
  » Utilize multiple platforms and partnerships to share education information.
  » Use MPT broadcast more effectively to enhance awareness of MPT’s education service.
Harnessing technology

**Strategic issue:** Ensure that the MPT campus environment is safe. Provide the necessary tools, training, infrastructure, and technology to support MPT’s communications and operations needs.

- Maintain a campus environment that is safe, secure, welcoming, and environmentally friendly.
  - Install and enforce appropriate security measures and equipment that meet or exceed county, state, and federal recommended practices.
  - Ensure all staff are adequately trained on proper actions to take during emergencies (for example, fire, active shooter, medical, or weather-related events).
  - Recycle and require use of environmentally friendly products for cleaning and grounds maintenance.
  - Submit capital requests for infrastructure equipment and repairs.
- Establish a workforce positioned to address ever-changing technology needs of this organization.
  - Retain, train, and recruit employees for IT, Engineering and Production Services units.
  - Provide a salary/benefits package that will attract and retain those with the demonstrated skill sets needed for ATSC 3.0 and the new IP-based landscape.
- Complete the repack phases as scheduled.
- Design a plan to maintain services during the construction of the Studio A project (plaza, lobby, restrooms, connected hallway, and studio).
- Transition to a totally file-based working environment.
- Procure a shared digital server system to increase efficiencies in production, post production, and master control.
- Begin testing ATSC 3.0 technology as a “lighthouse” for the Baltimore DMA.
- Embrace and support the changing technology:
  - Skinny bundles, siX and other streaming services.
  - ATSC 3.0 for transmission (and collaborating with other area broadcasters for proof of concept and implementation).
  - Potential for increased broadcast channels, improved picture and audio quality and emergency alerts.
  - UHD (4K) HDR and immersive audio for production services.

Raising funds and raising friends

**Strategic issue:** Enhance donor and viewer engagement to increase membership and giving.

- Raise sights in the major gift program for both annual and restricted gifts.
  - Increase Leadership Society membership and revenue through: (1) more aggressive positioning of public media values-based giving (versus transactional, premium-based giving); (2) deep analysis of prospective Leadership Society members and targeted asks made possible via Salesforce NGOC datamining; (3) enhanced board involvement (ex.: Leadership Society co-chairs); and (4) increased stewardship efforts.
- Prioritize proactive foundation and grants research to focus on six- and seven-figure grant opportunities that move MPT’s strategic education and content goals forward in a comprehensive manner.
- Hire an experienced major gifts officer to work closely with highly qualified prospective donors, soliciting both annual and restricted gifts of five figures or more.
- Transition current campaign from active solicitation to stewardship phase, providing reporting and marketing to all past campaign supporters to highlight achievements and position next set of priorities.
- Lay groundwork for next campaign through focus groups and interviews, determining where philanthropic community support aligns with MPT’s next strategic goals.
- Increase membership in the Legacy Society to sustain MPT for future generations.
  - Hire director of planned giving to work individually with donors, soliciting and managing charitable remainder trusts and other complex estate gifts.
- Develop targeted on-air and digital planned gift marketing packages to run for a two-week cycle each quarter.
- Develop a series of planned gift testimonial spots to run on air, online, and in social media.
- Create suite of digital and print marketing materials to educate viewers and members about different types of planned gift vehicles.
- Create opportunities for engagement of members to cultivate their interest in our mission and steward their membership dollars.
  - Host two membership events annually that focus on what our members make possible.
  - Host an annual thank-a-thon in the pledge studio, calling donors to thank them for their support.
  - Host an annual volunteer appreciation event.
  - Broadcast on air and distribute digitally quarterly member testimonial spots.
  - Broadcast quarterly on air and distribute digitally “thank-you” spots.
Broadcast quarterly on air and distribute digitally “ways-to-give” spots.

Provide excellent member services help by phone, email, and mail.

Prioritize improvements to the Member Services team and workflow.

Employ a trainer to work with Member Services to improve customer service skills.

Create a Member Services training manual.

Hire a Member Services manager to oversee the progress and productivity of the Member Services team.

Track weekly the closed and open cases in Salesforce as well as dollars raised by Member Services; the number of members acquired; and the number of members retained.

Systemize Member Services feedback from members by using surveys to track member satisfaction and report out on it weekly.

Improve Member Services processes.

Work with Member Services Bureau and MPT’s Member Services team to develop best practices.

Develop a Member Services policy and procedure handbook.

Create special pledge incentives to better engage members/viewers.

This would include unique premiums such as co-branded PBS/MPT clothing and exclusive MPT concerts/experiences (among them, bus trips and studio events such as financial seminars and painting classes).

Produce a new local pledge program every 18 to 20 months.

Produce a documentary about unique Maryland eateries for FY20 to begin production after the MPT 50th anniversary documentary is completed in June 2019.

Future projects in the pipeline include documentaries on Maryland theaters/movie houses, wineries, and the history of black churches.

Produce a digital pledge drive in coordination with the new digital/online department.

Raise funds through online engagement and short TV spots that will not have standard television pledge breaks or interruption to the regular program schedule in an effort to cut regular pledge days.

Continue to experiment with overnight pledging and online fundraising to reduce the overall number of pledge days throughout the year for less interruption to the regular program schedule.

Begin to integrate digital fundraising into all development activities.

Hire a digital fundraising team to manage and oversee growth of online fundraising and engagement program.

Create and implement effective strategies and techniques via email, website promotions, and social media.

Create and oversee digital strategies to increase MPT Passport activations and retention.

Work with various vendors/consultants to get analysis of what MPT donors are viewing on Passport.

Enhance e-communications with donors and viewers with various e-newsletters and emails.

Oversee MPT’s use of Sprinklr’s social media software and calendar of social media posts.

Raise $30,000 in FY20 from social media fundraising.

Develop pool of prospective members with in-person and virtual events/functions.

Conduct 7-9 in-person fundraising events annually.

Conduct 12-15 outreach events annually.

Conduct 2-3 trips annually.

Conduct 2-3 online raffles/auctions annually.

Conduct additional events/functions as deemed purposeful.

Support other events with MPT representation and booth space; collect names and emails via drawings/questionnaires.

Cultivate prospect pool of event attendees.

Track participants/attendees and place into stewardship levels to cultivate.

Engage with event registrants 2-3 times per year without asking for money.

Work with division colleagues to “transfer” individuals to various areas on the giving ladder, as needed.

Interact and engage with prospect pool of event attendees.

Survey prospects 1-2 times per year to gather information on wants and needs as they relate to in-person events/activities.

Develop a group of engagement ambassadors to both help guide areas of focus as well as engage other prospects for MPT.

Increase Corporate Support revenue by 2% by continuing to build on current revenue sources and identifying new ones.

Identify non-traditional revenue sources, working with Education, Development, and Content units.

Collaborate closely with other MPT departments to enhance brand messaging and develop compelling sales strategies to support revenue efforts.

Evaluate and monetize MPT digital properties and events.

Identify and cultivate relationships with advertising agencies for avail/buy opportunities.

Budget for and provide professional development opportunities and system-wide collaborative efforts to support revenue goals.

Identify/evaluate possible attendance at PBS-sponsored professional development meetings and conferences.

Engage with Corporate Support peers across the PBS system to learn about successful best practices.
**Communicating our messages**

**Strategic issue:** MPT’s reputation is affected by what the community and employees think about it and say about it. Reputation is a fragile thing, and it can be restored/enhanced by the public's awareness and understanding of the good we do and employees’ commitment to and support of MPT’s mission. In the 2019 – 2022 timeframe, can we take steps that enhance MPT’s reputation and make perceptions more positive?

- Effectively manage and protect the institution’s reputation through positive media relations; effective employee communications/mission buy-in; ongoing government relations efforts; and more regularized support for colleagues who do face-to-face community relations.
- Broaden our friend-making and increase our reputation with media outside our core Baltimore market area by a planned schedule of media tours.
- Seek funding for and implement a comprehensive communications audit to be conducted among two audiences, the general public and employees. The audit will reveal the current state of key audience perceptions and explore actions that can help the organization effectively guide both internal and external communications going forward.
- Create a crisis communications checklist to help executive management effectively handle emerging negative situations.
- Create and seek adoption of an MPT stylebook to make our organization-wide messaging universally more professional and consistent.
- Staffing permitting, create and begin implementation of regular government officials communications plan.

**Strategic issue:** Many external communications are created and distributed by MPT from a variety of senders. There exists an opportunity to better coordinate and centralize the scheduling/timing/content of these products to foster greater unity, conformity, and consistency of messaging.

- Explore ways to centralize communications from the standpoint of subject matter and timing so that all communicators foster collaboration and align messaging. This exploration should include social media, on-air interstitials, news releases, all publications (print and online), and so on. Be clear that any implementation of this approach will not transfer responsibilities of or hinder the work of the various communicators.
- Identify all messaging tools across the organization and who owns them.
- For each tool, determine the lead time required for the creation of that tool.
- Consider exploring the feasibility of some centralization through a working group to determine likelihood of success of this effort and its potential benefits.

**Promoting our products**

**Strategic issue:** In a changing and competitive media landscape, MPT must stand out and attract viewers, users, and members with limited resources.

- Brand MPT and its media platforms (channels, online, etc.) as a top-quality public media creator, distributor, and PBS affiliate that fulfills its mission to enrich lives and strengthen communities.
- Lead strategic branding and positioning process and implement all necessary steps.
- Creatively, equitably, and effectively create and schedule all promotional assets and messaging to drive audience viewership and MPT support.
- Determine best practices and effectively utilize all of the latest tools including upgrading creative tools, databases, and training employees.
- Develop and exploit the finest in creative expression to design outstanding, effective, and memorable messaging and content elements for channel promotion, TV production design, the MPT guide, and corporate support messages.
- Arrange team training on cutting edge software tools and design styles.
- Utilize best practices in public media to create and market MPT and PBS content on digital and social platforms.
- Arrange team training and exploit new digital distribution technology using advanced tools such as Google Analytics and Sprinklr.
Financial accountability

**Strategic issue:** With MPT’s success tied to its financial stability and strength, it is incumbent upon all personnel to actively use the power of financial planning and budgeting as well as to execute sound financial controls to drive MPT’s mission. That said, the MPT Finance & Accounting Department needs to make the budgeting process inclusive, fair, and enlightening for those who participate in the process and for all staff members impacted by it.

- Set clear, prioritized goals before the budget process begins and manage the process to achieve those goals.
  - Solicit goals from each department head; work with top-level MPT management to prioritize these goals; and then guide MPT staff at large on how to make trade-offs when necessary.
- With an overwhelming amount of accounting tasks and financial reports to generate, plus limited resources to accomplish the workload, rebuild the Finance & Accounting office as well MPT accounting functions within each department to maximize efficiency.
- Review all Finance & Accounting personnel job duties and organize around the principles of prioritization and task reduction.

Advancing our employees

**Strategic issue:** In order to hire and retain employees, MPT must examine its pay structure.

- Examine the existing pay structure to meet the MPT’s changing needs.
  - Continue the relationship with salary survey consultants to monitor salaries in the marketplace.
  - Continue to monitor and examine positions.
  - Establish a compensation scheme that is competitive and equitable and that promotes employee engagement and high performance.
- Define how the organization plans to pay and reward competitively, based on business conditions, competition, and ability to pay.
- Support the organization’s strategic plan and initiatives, business goals, competitive outlook, operating objectives, and compensation.
- Equip managers with the tools, information, and training they need to manage pay and budgets effectively.

Strategic issue: Maintain a workplace that promotes diversity and inclusion.

- Continue to promote diversity and inclusion.
  - Promote the development and advancement of under-represented groups through training and development.
  - Create a productive work environment that is free of harassment and bullying.
- Continue to examine recruitment data.
- Continue to promote MPT vacancies and its internship program in nontraditional venues.

Strategic issue: Centralize training across MPT divisions/departments. Develop basic training tracks for managers and supervisors.

- Account for all training throughout MPT in the HRIS system
  - Develop a leadership training program for supervisors and managers.
  - Develop “contacts list” to deliver the following training annually (bi-monthly): EEO/FCC, hiring, ADA, sexual harassment, performance appraisal, and management presentation of station overview, diversity, and inclusion.