**AREAS OF FOCUS (Strategic Plan)**

**2018-2020**

**Focus Area One: Expand & Diversify KCPBS’s Sources of Funding**

1. *Objective One*: Deliver strategically sound initial phase of comprehensive fundraising campaign.
	1. *Tactic One*: Work with outside consultants to set and meet organization and solicitation milestones.
	2. *Tactic Two*: Develop pipeline process for community supporters with end goal being campaign support.
	3. *Tactic Three*: Develop campaign infrastructure – leadership committee, brand identity, staff roles and responsibilities.
2. *Objective Two*: Member File Growth
	1. *Tactic One*: Increase engagement with our supporters via broader interaction with staff and a focus on understanding why they give to us and the process they take to make their donation, providing a better donor experience.
	2. *Tactic Two*: Increase KCPBS overall member retention to 70%.
	3. *Tactic Three*: Grow KTBG (The Bridge) membership by 20% in FY18 and FY19 with focus on member retention numbers (above 70%).
	4. *Tactic Four*: Ensure timely execution of post gift communications (tax letters and premiums).
	5. *Tactic Five*: Institute e-renewal series (KCPBS and KTBG).
	6. *Tactic Six*: Increase KCPBS active file sustainer levels equal to 25% or better.
	7. *Tactic Seven*: Maintain major giving retention rates of 75% or better.
3. *Objective Three*: Integrate and Expand Corporate and Foundation Support
	1. *Tactic One*: Implement uniform data collection, reporting, and corporate relations practices.
	2. *Tactic Two*: Expand KCPBS and KTBG corporate clients.
	3. *Tactic Three*: Implement cultivation network for corporate and foundation clients.

**Focus Area Two: Integrate KCPBS Education Efforts around Events/Engagement**

1. *Objective One*: Create events/engagements through programming and partnerships with a measurable impact, focusing on our core programs and initiatives.
2. *Tactic One*: Create local content and opportunities for community connections for kids’ demographic on KCPBS’s 24/7 Kids’ channel and online.
3. *Tactic Two*: Establish method of measuring impact for engagement activities.
4. *Tactic Three*: Strengthen existing and add new strategic partners with a focus on collaboration and content delivery, especially around 24/7 Kids’ channel.
5. *Tactic Four*: Establish education engagement strategy for Flatland and KCPBS content that includes reformatting content for teachers and developing lesson plans and discussion guides.
6. *Tactic Five*: Analyze opportunities for program and funding expansion – which services offered by KCPBS are the most valuable to constituents?
7. *Tactic Six*: Right size the Education Department activities and eliminate unneeded programs and activities.

**Focus Area Three: Digital Media/Broadcast**

1. *Objective One*: Improve our system for an increase in users and content engagement across all platforms – KCPBS, Flatland, and The Bridge websites, and social media.
2. *Tactic One*: Leverage digital and social media to build content delivery systems that increase audience, engage the community, target a digital savvy audience, and generate new revenue.
3. *Tactic Two*: Enhance ongoing staff and board training on digital and social best practices, including new and emerging technologies and practices.
4. *Tactic Three*: Continue in-depth research analyzing audience behavior and trends of kansascitypbs.org, bridge909.org, and flatlandkc.org.
5. *Tactic Four*: Increase website traffic for all three branded websites by 15% by FY18.
6. *Tactic Five*: Increase Twitter followers for all three brands by 10% by FY18.
7. *Tactic Six*: Increase Facebook for KCPBS by 20%, Flatland by 40%, and The Bridge by 15%.
8. *Tactic Seven*: Launch Flatland Instagram account and increase followers for KCPBS and The Bridge by 30% by FY18.
9. *Tactic Eight*: Launch The Bridge app with a target of 2,000 downloads by the end of 2018.
10. *Objective Two*: Work across all teams and platforms to create a cohesive content strategy and opportunities for funding.
11. *Tactic One*: Develop a strategic plan for digital advertising and fundraising with the Development team.
12. *Tactic Two*: Merge TV broadcast and online teams to work across all content.
13. *Tactic Three*: Continue to employ a creative, online approach to journalism and storytelling across platforms, featuring writing, photography, audio, data viz, video & social media series on core topics.
14. *Tactic Four*: Work across teams on “tent pole” (limited high-profile special projects over the course of a year) issues, connecting Flatland content into the "fabric" of KCPBS and maximizing impact and audience on key focus topics.

**Focus Area Four: Reinvigorate KCPBS’s Marketing and Branding Strategies through targeted media, community engagement, & cross team coordination.**

1. *Objective One*: Create comprehensive station-wide marketing and content calendar that employs all of our “channels” to cross-promote & ensure original storytelling is shared on all platforms.
2. *Tactic One*: Increase marketing and advertising efforts to reach outside core audience and build CUME (cumulative audience) for all brands.
3. *Tactic Two*: Develop improved cross-team coordination by developing new tri-brand style guides, messaging points, and brand standards throughout the building, including cross-training on systems.
4. *Tactic Three*: Increase media trade and community engagement partnerships.
5. *Tactic Four*: Develop a refreshed on-air break strategy for television.
6. *Tactic Five*: Develop a new cross-team strategy for creating and sharing content on multiple channels (online, TV, radio, social), including promotions and support messages.
7. *Tactic Six*: Continue Community Connections weekly e-push with an increased focus on creating affinity groups and establishing method of tracking impact.
8. *Tactic Seven:* Increase one to one relationships with key stakeholders and potential cross-promotional partners.
9. *Tactic Eight*: Identify targets of opportunity with existing events for marketing and engagement and establish value for booths or media sponsorships.
10. *Tactic Nine*: Create individual marketing strategy documents for each department at KCPBS and The Bridge with a specific focus on the Education Department, Membership Department and The Bridge.
11. *Objective Two*: Strengthen Community Engagement Strategy
12. *Tactic One*: Continue to develop stronger partnerships with other community organizations with a strong focus on engagement.
13. *Tactic Two*: Continue to strengthen existing and add new strategic partnerships and alliances.
14. *Tactic Three*: Produce “engagement content” that reflects and convenes our audiences on key topics, digitally and in-person.
15. *Tactic Four*: Develop new engagement opportunities around Flatland, The Bridge, and special “Tent Pole” projects.

**Focus Area Five: Ensure that KCPT reflects the diversity of its community**

1. *Objective One*: Ensure that the organization mirrors the diversity of its community in programming and people.
2. *Tactic One*: Ensure that all stakeholders (Staff, Board of Directors, and Community Advisory Board) understand and adhere to the KCPBS Diversity Statement.
3. *Tactic Two*: Continue to plan our programming schedule to include diverse local, and national content.
4. *Tactic Three*: Continue to ensure that KCPBS’s branding and collateral, including social media and websites, reflect the diversity of our community.
5. *Tactic Four*: Empower our staff to help achieve and maintain diversity in our content, as well as staff, contractors, and vendors.
6. *Objective Two*: Work with the board Diversity Task Force and key staff to create a Diversity Plan to be updated annually.
7. *Tactic One*: Key staff should stay engaged with other PBS organizations throughout the country for sharing of best practices and policies.
8. *Tactic Two*: Create and maintain a DEI Staff Council (Diversity Equity and Inclusion).
9. *Tactic Three*: The Diversity Plan should be presented to the full Board of Directors annually.
10. *Tactic Four*: The most up-to-date version of the Diversity Plan should be maintained on kansascitypbs.org.

**Focus Area Six: Strengthen the Board’s ability to be ambassadors for KCPBS, Flatland, and The Bridge**

1. *Objective One*: Work with the KCPBS Board Nominating and Resource Task Force to bring new connections, diversity, and expertise to our board.
2. *Objective Two*: Leverage the board to increase viewership, engagement, and financial support.
3. *Tactic One*: Use each board member’s unique expertise, talent and passion to connect to our community and stakeholders.
4. *Tactic Two*: Leverage the board through on-air testimonials.
5. *Tactic Three*: Engage the board through frequent cultivation opportunities.
6. *Tactic Four*: Leverage board members and board relationships to help engage with capital campaign opportunities.

**Focus Area Seven: The Bridge (KTBG)**

1. *Objective One*: Increase membership and revenue opportunities.
2. *Tactic One:* Implement live drive-time with Flatland, KCPBS and KC focus.
3. *Tactic Two:* Continue to strengthen The Bridge brand as KC’s “Live, Local & Authentic” cultural institution for music.
4. *Tactic Three:* Refresh music library with increased focus on core rather than CUME – and increase overall tempo.
5. *Tactic Four:* Continue to build revenue/promotion strategies with local concert promoters.
6. *Tactic Five:* Work with the KCPBS Board Development Task Force on revenue and growth.
7. *Tactic Six:* Continue to leverage VuHaus partnerships and activities.
8. *Tactic Seven:* Continue to build our volunteer network to cover events and concerts.
9. *Objective Two:* Improve broadcast capabilities and systems.
10. *Tactic One:* Explore adding a generator and UPS at the radio transmitter site for improved transmission reliability.

**Focus Area Eight: Technology**

1. *Objective One*: Television Technology
2. *Tactic One:* Prepare for Advance Technology Systems Committee 3.0 (ATSC) – new broadcast format standard for FCC. This is currently voluntary but we need to better understand this process & be prepared to make the switch.
3. *Tactic Two:* Continue to research best technical programs available in the marketplace for broadcast across all channels.
4. *Objective Two*: KTBG (The Bridge)
5. *Tactic One:* Explore introduction of The Bridge onto the fifth channel (19.5).
6. *Objective Three:* Web Platforms
7. *Tactic One:* Continue to improve connectivity and share-ability of all web platforms.

**Focus Area Nine: Facility and Land Improvements**

1. *Objective One*: Capital Campaign
2. *Tactic One*: Work with the Capital Campaign Committee for its guidance and to leverage relationships for campaign funding.
3. *Tactic Two*: Work with the campaign consultant to build a funding plan and achieve milestones.
4. *Tactic Three*: Work closely with our real estate consultant to guide us through the process of the architecture and general contracting aspects of our building renovations.
5. *Objective Two:* KCPBS Facilities Task Force
6. *Tactic One*: Work closely with the Board Facilities Task Force to guide our building plan and renovations.
7. *Tactic Two*: Meet regularly to include all processes and stakeholders, including real estate consultant, architect firm, and general contractor.
8. *Tactic Three*: Report to the full Board regularly throughout the building improvement and capital campaign process.