

MARYLAND PUBLIC TELEVISION

THE IRENE
AND EDWARD H. KAPLAN
PRODUCTION STUDIO



Strategic Plan 2022 – 2024

January 1, 2022



INTRODUCTION

The Maryland Public Television strategic plan for the years 2022 through 2024 was created over a period of six months, and the process engaged MPT staff members and talent; members of our governing body, the Maryland Public Broadcasting Commission; and directors of the MPT Foundation, Inc.

The new plan is intended to provide a structural framework upon which MPT will build its annual plans, goals, and budgets over the next three years. Amid a myriad of organizational demands and conflicting priorities, this plan is designed to sharpen our focus and help us center on a few critical and transformative goals.

MISSION STATEMENT

Maryland Public Television enriches lives and strengthens all communities through the power of media.

PREAMBLE

Public media organizations remain essential today because they are relevant to the people and communities they serve. They are driven by mission rather than profitability concerns. That mission calls for us to engage with citizens,

enrich their lives, and enhance their learning. The “public” aspect of public media recognizes that we’re created and supported by and accountable to the public.

In the current environment where we witness a fracturing of society and many of its institutions, we’re accountable for exercising sensitivity, awareness, ownership, and agency in making efforts to overcome what divides us, while at the same time respecting and understanding our differences.

As we look out three years from today, MPT executes this plan from a position of strength and an attitude of optimism. We seek to reach and engage more citizens and have a greater impact on their lives and communities than ever before.

We organized our planning by imagining the media environment we’ll experience three-to-five years in the future, and we tasked ourselves – starting now – with building capability to thrive in that environment. We organized our goals around focusing our content offerings, increasing our digital media competency, leveraging our position as an educational content producer, and strengthening our financial future. This plan helps show us the way.



OUR CONTENT AND AUDIENCE FRAMEWORK

Produce, curate, and distribute high-quality content

Through multiple distribution platforms, we'll serve broad and diverse audiences in Maryland and beyond with content, engagement opportunities, and services consistent with our mission. We'll continue to produce, acquire, and deliver a variety of content that will be of interest to those from all walks of life and of all ages – citizens who are curious to learn, challenge assumptions, and grow. We'll respect our audience as people, not consumers.

Focus our local content and service

We'll strive to increase our presence and relevance to all of Maryland and the regions we serve. To this end, MPT will focus its content efforts and be known for:

- engaging citizens by informing them on issues affecting their lives and their communities
- being the primary resource for people to learn about, explore, and preserve our region's natural history and environment
- supporting teaching and learning with high-quality digital resources and professional development offerings that reflect the needs of Maryland teachers, childcare providers, parents, families, and children
- providing a full-service solution to other Maryland state agencies with services such as advertising, training, and more
- showcasing and celebrating our region's art, artists, and performers
- bringing to light the diverse stories of our region's people, history, and culture

Serve and grow our audiences

While MPT will serve general audiences of lifelong learners, we'll focus on reaching, serving, and engaging:

- those who've been traditionally underrepresented in and underserved by the media – to help ensure they are reflected in the work we do
- children and those who care for them – to give youngsters the best possible start in life
- the PBS core audience and donors – to continue to deliver the quality content they support and have come to expect from MPT
- the next generation of public media consumers, creators, and contributors – to engage them in public media so that we might remain relevant to their lives

Distribute to and engage audiences

MPT recognizes that it must serve, reach, and engage its audiences on platforms beyond broadcast.

Accordingly, we'll:

- increase our emphasis on creating content for and bringing viewers to MPT's digital platforms
- increase the strategic use of social and earned media to reach viewers on digital platforms and to grow, know, and engage them where they are
- focus messaging on all communication channels to leverage "view anywhere" messaging

Seek and be open to opportunities

We'll continue to be a nimble, entrepreneurial organization that's responsive to opportunities that will strengthen MPT financially or further enhance its mission.



COMMUNITY ENGAGEMENT

Listen – create – distribute – repeat

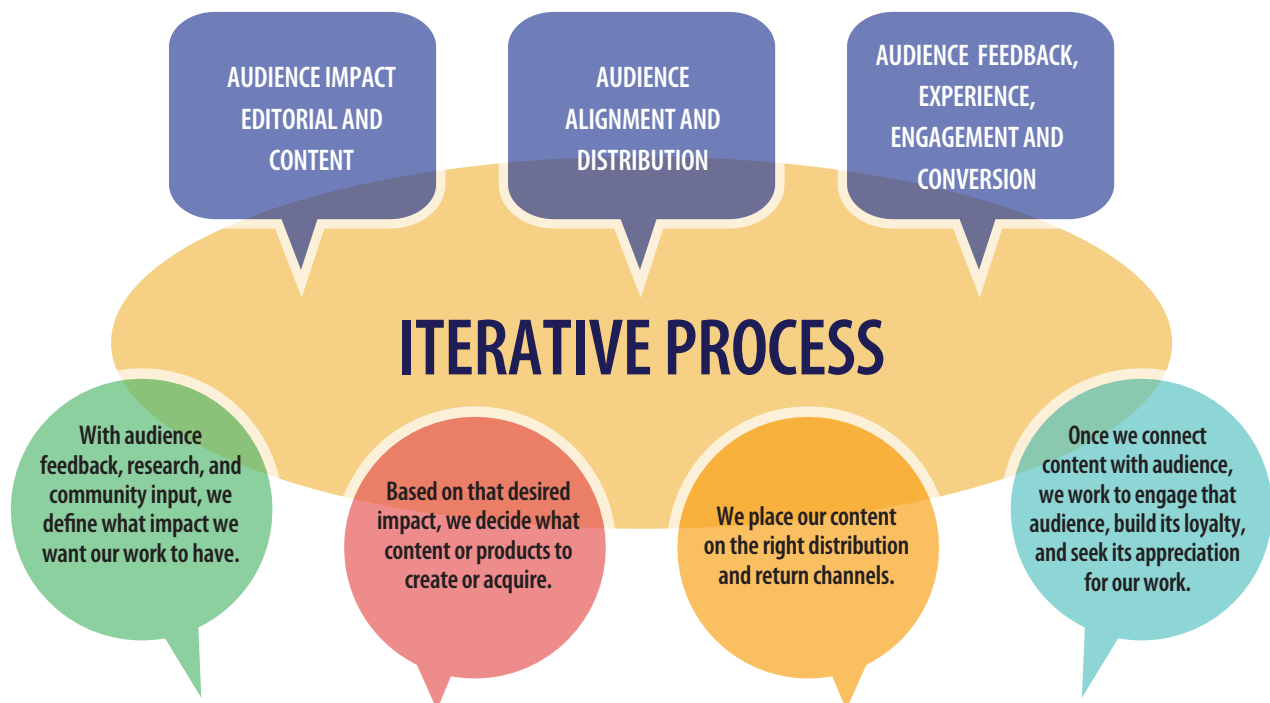
The model we use to do our work and serve our audiences is simple. It begins and ends with community input and engagement. We look for those needs and interests that are not being served by commercial media. We create products and services that are distributed on multiple platforms for people to consume, experience, and value.

MPT has different ways in which to connect with its audiences: broadcast, digital, social media, mobile, events, and via other media outlets. Once we connect with people through any of these

means and they experience what MPT offers, we'll engage with them, learn about their needs, and understand their goals. Through such interactions or research conducted with their participation, we can determine whether we're meeting their needs and satisfying their interests.

As we listen to and learn from audience members, we'll encourage them to express their appreciation for us in some way, whether by supporting us financially, sharing content on social media, leveraging content for use in educational settings, volunteering, or advocating on our behalf.

HOW WE ORGANIZE AND EXECUTE OUR WORK



ENTERPRISE-WIDE SUPPORT



KEY DOCUMENTS

Guiding principles

Integrity

We'll pursue truth, transparency, and accuracy in all our actions on behalf of those we serve. We'll strive to earn and keep the trust placed in us.

Respect

Each staff member will treat others inside and outside our organization as each of us wishes to be treated. We'll demonstrate impartiality and compassion, patience and understanding in all our dealings with others.

Servant leadership

We won't forget that we are a staff who exists to serve the people, institutions, and organizations of Maryland and beyond. We'll be good citizens and cultivate good citizenship in others.

Innovation

We are journalists, storytellers, and curators who will constantly pursue new, engaging ways to entertain, educate, and inspire our audiences.

Collaboration

In our program content, education services, and events, we won't act alone but will seek out partners to enrich our activities, give voice to an array of viewpoints, foster dialogue, and enhance our ability to reach audiences everywhere.

Representation

We'll be an organization that reflects a belief in the uniqueness and value of each individual and accommodates – in fact, highly regards – a multiplicity of differences such as in age, physical ability, race, gender, socioeconomic standing, religious beliefs, and political affiliations.

Customer service pledge

MPT is a public service and educational media organization that serves the community at large. We

pledge to serve individuals and their families first by listening closely to fully understand their desires, needs, concerns, and requests.

We want our constituents to know they are important to us and that they are appreciated. We do this by demonstrating patience, respect, and responsiveness. Whether a caller gets in touch for just a friendly chat or needs help with a problem, we'll listen closely and be sincerely interested, never forgetting that our constituents also deserve fast, efficient service. We are an organization that values kindness and understanding more than formal business protocols.

MPT will do its utmost to help our constituents understand our services, technology, and systems so they can fully appreciate and engage with our content.

We strive to be timely in our responses, say "yes" whenever possible, always fulfill what we promise, and apologize when something goes wrong. MPT will work to exceed expectations, always thanking our members, donors, and viewers and soliciting their feedback at every opportunity. This is our customer service pledge.

Commitment to staff

MPT's greatest strength is its employees. Accordingly, MPT employees will receive excellent human resources service and a sincere promise that the organization will maintain for them a safe and healthy work environment. MPT will honor the whole employee and respect employee needs for opportunity and growth.

Managers and supervisors will provide an environment that maximizes the value of human capital as it aligns with MPT's mission and values. Leadership will lead by example in behaviors, policies, and practices. MPT will value its diverse and inclusive workforce. Through proper management and via training opportunities, MPT will become a learning organization that encourages collaboration, innovation, and continuous improvement.



TRANSFORMATIONAL GOALS

During the strategic planning process, teams were organized into two groups, one focused on content and audiences and another concentrating on enterprise-wide goals. From their work, which included the insights of participating commissioners and foundation directors, 13 critical, transformational goals emerged as top priorities.

Guided by our mission, core principles, customer service pledge, and commitment to staff, these priorities will strengthen our organization, improve our service, and deepen our relationship with those we serve.

CONTENT AND AUDIENCE PRIORITIES

• Goal # 1

Be a catalyst for civic engagement through our news and public affairs work

Launch a new multi-format and multi-platform regional series that will focus on specific communities and neighborhoods. By researching and listening to these communities, we'll work to engage people to address issues of consequence that affect their lives and the welfare of their communities. This series will model a collaborative approach of inter-departmental participation and multiplatform content and distribution strategies.

• Goal # 2

Redouble our efforts in the areas of the environment and natural history

Increase support, production, and program acquisition across multiple platforms for *Outdoors Maryland*, *Maryland Farm & Harvest*, and *Chesapeake Bay Week*®.

• Goal # 3

Amplify the voices and presence of those who have traditionally been underserved by and underrepresented in media.

Increase the involvement of diverse individuals in the creation, production, and presentation of content produced by MPT. Increase the impact and reach of our work with historically Black colleges and universities. Build upon the work of the External Diversity, Equity, & Inclusion Advisory Council and its internal counterpart to strengthen MPT's position as an organization that's intentional and visibly committed to issues of diversity, equity, inclusion, and social justice.

• Goal # 4

Build on MPT's reputation and relationships to expand education services

Create a comprehensive media literacy service that will position MPT as a trusted leader in helping children, students, and adults develop critical skills to navigate today's fast-changing media environment and prepare the next generation of media creators and consumers.

• Goal # 5

Reach a wider and younger audience

Grow MPT Digital Studios as both a digital content product intended to reach a younger audience and as a laboratory designed to increase the digital IQ of MPT.

• Goal # 6

Be of service to the State of Maryland

Continue to grow and invest in the Maryland State Ad Agency and strive to be a strategic communications partner with key state agencies. Seek to be a solution



and resource to meet the state’s need for online training. Continue to inform Maryland residents about the activities of the Maryland legislature, the governor, and the comptroller.

ENTERPRISE-WIDE PRIORITIES

• Goal # 7

Accelerate MPT’s digital transformation

Create and implement a digital and social media staffing strategy and workflow. Invest in hiring and training staff who can be successful in using the most effective digital tools.

• Goal # 8

Invest in future leaders across the organization

Establish a “next generation” leadership program.

• Goal # 9

Stimulate enterprise-wide innovation

Through cost-savings, reallocation of resources, and new revenue, create an enterprise-wide fund designed to strengthen MPT’s financial health, improve its ability to recruit and maintain leadership talent, and/or heighten MPT’s position as an indispensable public institution.

• Goal # 10

Strengthen MPT’s financial position

Invest in and strengthen major and planned giving efforts. Ready the organization to launch a major comprehensive fundraising campaign in FY24, beginning with a feasibility study. Increase membership and the percentage of sustaining members. Build MPT Passport value by enhancing member-exclusive content.

Leverage MPT’s position as a state agency by offering revenue-producing, comprehensive

solutions that align with our mission and capabilities to other state agencies facing challenges or opportunities. Enhance MPT’s work facilities through a capital appropriation request (five-year lead).

• Goal # 11

Promote, market, and communicate value

Increase the awareness of MPT in the community at large as an essential and indispensable organization worthy of increased support for the work it undertakes. Develop a comprehensive institutional communications and marketing strategy to drive content viewing, engagement, and fundraising. Provide marketing resources to key projects and initiatives to increase reach and impact.

• Goal # 12

Increase efficiency and collaboration in our business practices

Conduct an internal audit of business practices, information systems, and business risks. Identify disparate systems and centralize IT operations and functions where appropriate. Transition to an enterprise platform to reduce costs, improve efficiencies, and streamline operations.

• Goal # 13

Increase efficiency and collaboration in our content practices

Adopt a strategic planning process and workflow for new projects that involve key members from education, development, digital marketing, and distribution units of the organization in addition to members from content and production areas. Continually update the strategic plan as goals are met and needed new goals and actions become apparent.