**Our Values**

**Public Service**

*We believe in earning public trust through responsible stewardship of the resources we are given and the services we provide*

**Innovation**

*We encourage exploration, imagination, and creativeness in the content we create and the problems we work to solve*

**Personal Integrity**

*We are honest and truthful and hold ourselves accountable to our audience and each other*

**Collaboration**

*We value building bridges and fostering engagement*

**Joy**

*We are enthusiastic about the work we do and find happiness in being of service to others*

**Inclusion**

*We are respectful of our differences and work to ensure everyone feels valued*

**Excellence**

*We strive to continually improve ourselves and our organization*

**Our Vision:**

**A South Dakota equipped with the information and education for an inspirational tomorrow.**

**Our Mission:**

**To inspire, connect and entertain South Dakotans with trusted Journalism, quality education, and compelling story telling.**

**Goal** **– SDPB will grow its audience across all content platforms.**

Objective 1 – We will grow our digital audience by 25 percent in two years.

Strategy: We will grow our audience through terrestrial programming and new content platforms

Tactic: Leverage our relationship through the South Dakota High School Activities Association to reach a young audience.

Tactic: Grow our under 40 audience by exploration of new content platforms

Tactic: Develop a Podcast production and distribution strategy

Tactic: Develop an evaluation process for evaluating effective partnerships

Tactic: Hire additional freelance storytellers and Journalists

Tactic: Utilize our boutique studios and associated university staff

Tactic: Streamline digital platform development and workflows

Objective 2 – We will grow new audiences by 25% in three years through quarterly engagement activities, community conversations, and social media reach.

Strategy: Use our Rapid City, Sioux Falls and Vermillion studios for community conversations and engagement

Objective 3– We will grow our diverse audience through source development, the stories we tell, and engagement by 25 percent over five years.

Strategy: Our audience will know and understand perspectives from all races and gender identities using diverse sources and equitable storytelling while maintaining journalistic integrity.

Tactic: We will recruit and hire a diverse workforce and add freelance contracts

Tactic: Develop a tracking system for sources and story topics

Tactic: Partner with Red Cloud school to pilot a youth content project

**Goal – SDPB is recognized as a trusted brand.**

Objective 1: Complete a brand refresh by end of FY24.

Strategy: We will increase recognition of our logo and brand by new and existing audiences

**Goal - SDPB is recognized as a trusted source for educational resources in South Dakota.**

Objective 1: By July 2023, increase early learning Links subscribers to 2400 (100% increase). By July 2025, increase to 4000 subscribers. By July 2025, increase K12 Learn newsletter subscribers by 20%.

Objective 2: Increase use of PBS Kids digital products by 10% by July 2023 and by 5% each year through 2025. Increase use of PBS Learning Media by SD parents, caregivers and teachers by 5% by July 2023.

Objective 3: Provide 10 professional development and engagement opportunities for parents, caregivers, and educators and their associated organizations per year.

Objective 4: Create and develop 6 projects per year that will deliver curriculum and other resources to meet the unique needs of SD learners.

Objective 5: By July 2025, establish partnerships with 3 underserved/diverse communities.

**Goal - SDPB will operate and communicate efficiently and effectively.**

Objective 1: Hire a Chief Financial Officer by the conclusion of FY23

Strategy: Improve the fiscal operations of SDPB and Friends of SDPB for maximum efficiency

**Goal – SDPB will be known for its strong staff and boards of directors.**

Objective 1: We will retain our staff and decrease our turnover rate to 5% by 2025.

Strategy: By providing a good work environment, our staff will find joy in their work.

Tactic: Improve workflow strategies

Tactic: Improve training opportunities

Tactic: Create a streamlined and standardized onboarding process

Tactic: Establish a mentoring system for new employees

Tactic: Cross-train staff

Strategy: Build a strong engineering team to support staff and our infrastructure

Tactic: Identify current industry standards

Tactic: Identify technical skill set assessment needs.

Tactic: Identify and partner with industry training experts within the Society of Broadcast Engineering, IEEE and BHR/BIT to develop skill set training for our staff.

Objective 2: Increase Employment Engagement Results in the BIT Employee Satisfaction Survey by 5% by end of FY 24.

Strategy: Provide staff with regular communication and personal development opportunities.

Objective 3: Keep Board member turnover to less than 3% outside of term limit turnover.

Strategy: By providing meaningful engagement, our Board members will find joy in volunteering their time and talents to SDPB.

Tactic: Provide regular communication and SDPB updates to Board members.

Objective 3: Establish a plan for future organizational leadership by FY25.

Strategy: Develop the next generation of SDPB leadership

**Goal – SDPB is an organization committed to diversity, equity and inclusion.**

Objective 1: Increase the diversity of our staff by 10% in 5 years.

Strategy: Establish a minority recruitment program

Strategy: Establish a scholarship program for minority internships

Strategy: Create strategic partnerships with schools and community organizations already connected to diverse and minority communities.

Objective 2: Provide DEI training for all staff and board members by FY24

**Goal - Create a Data Driven Culture**

Objective 1: Identify Key Performance Indicators (KPI) for SDPB by FY24.

Objective 2: Create a Standard Operating Plan (SOP) for data-driven decision making by FY24

**Goal – SDPB is known for its support of open government**

Objective 1: Increase public usage of SDPB open government resources by 10% by FY24.

Strategy: Move from audio to video streaming of public meetings.

Tactic: Review Haivision Hub capabilities, integration to our workflow, and contract

Tactic: Seek alternative solutions through already in place state contracts

Tactic: Look into expanded partnership with DDN

Strategy: Integrate SD.net and SDPB.org to maximize exposure and audiences

Strategy: Bring in new stakeholders

Tactic: Leverage our existing relationship with BIT

Tactic: Explore opportunities presented by the new open gov’t portal

**Goal – SDPB is a trusted and valued technical resource.**

Objective 1: Create a plan to actively identify local, state, and federal partners to strengthen our public safety initiatives though datacasting, WEA and IPAWS Alerting by FY24.

Objective 3:  Create a plan to for migration to ATSC 3.0 -Next Gen Television by FY25.

Strategy: Replace ageing television transmitters with new ones capable of both ATSC 1.0 and upgradable to ATSC 3.0.

Tactic: Develop a 5-year capital replacement plan

* + - * FY23 KDSD-TV Aberdeen $150K, KQSD-TV Lowry $140K and KTSD-TV $120K
      * FY24 KPSD-TV Faith $80K, KZSD-TV Long Valley/ Martin $130K.
      * FY25 KBHE-TV Rapid City $130K

Strategy: Create a plan and budget to add ATSC 3.0 channels in our major markets Sioux Falls, Pierre, Rapid City

Tactic: Look at channel search acquisition cost

Tactic: Conduct tower analysis budget load for new transmission line and antenna equipment

Tactic: Get quote on ATSC 3 transmitter, encoder and STL links

Objective 4:  Update interconnection system (studio to transmitter connections.) by 2026.

Strategy: Identify funding sources through Federal grants and FEMA CPB funding.

Tactic: Get a budgetary quote for SAFT IP based Microwave systems.

Tactic: Implement 150 Mbs. or more symmetrical fiber interconnect for KCSD Sioux Falls, KESD Hetland, KJSD Watertown and KDSD Pierpont.

Tactic: Work with (SRC) State Radio Communication and BIT networking to identify joint site locations. To leverage staff and other service cost savings.

Objective 5: Create a plan to source sustaining fiscal infrastructure funding by FY26

Strategy: Seek opportunities to increase infrastructure funding

Tactic: Evaluate existing vertical tower real estate leasing model for new revenue streams.

Tactic: Completely overhaul the lease management system.

Tactic: Actively promote the state infrastructure to T-Mobile and others

Tactic: Identify possible partners to promote and leverage datacasting technologies.

Tactic: Secure tower modernization funding through the state maintenance and repair fund or Federal grants.

Tactic: Identify strategic business models from ATSC3 to assist in revenue.

Objective 6:  Document and create a plan for review by Senior management to evaluate the feasibility of joining a Joint Master Control by end of FY23.

Strategy: Identify opportunities and risks in outsourcing master control.

Tactic: Meet with central cast to fully understand our options.

* EAS responsibilities state primary, amber alerts endangered persons, alerts in blue alerts, as well as other civil emergencies activated by state authorities.
* Programing local acquisition and prep.
* Local control for live shows in Studio, Statehouse and SDHSAA events.
* Infrastructure monitoring. STL and Burke SACADA (Supervisory control and data acquisition) transmitter building monitoring systems

**Goal - Friends of SDPB will provide for the ongoing needs and future growth of SDPB by building a premier philanthropic experience for our donors.**

Objective 1: By FY25 Friends of SDPB will work to achieve 15,000 Members

Objective 2: By FY25 Friends of SDPB will work to achieve 40% of our members give via sustaining membership

Objective 3: By FY25 Friends of SDPB will work to achieve $1,000,000 in Underwriting revenue annually

Objective 4: By FY25 Friends of SDPB will work to achieve $1,000,000 in Major Giving revenue annually

Objective 5: By FY25 Friends of SDPB will work to achieve $1,000,000 in Legacy Giving revenue annually