**Diversity**

**Goal: SDPB will celebrate and serve South Dakota’s diverse population through its content, outreach and engagement, staff, and reach to all audiences.**

**Goal: Create a culture of diversity at SDPB.**

**Objective**:  Provide DEI training for all staff and board members

**Tactic:** A DEI In-Service training video and discussion questions will be required of all staff and board members.

**Tactic:**  SDPB Management Team will attend an intensive DEI training course

**Goal:  Create a workforce that reflects the diversity of South Dakota.**

**Objective**:  Identify all diverse communities SDPB serves and create ongoing and targeted relationships, materials, and resources to attract, at minimum, a *10%* diverse workforce.

**Tactic:** Develop a staff, internship, and freelance recruitment strategy

**Local Content**

**Goal: SDPB will grow its audience across all content platforms**

**Objective: We will grow our digital audience by 25 percent in two years**

**Tactic:** Create a TikTok strategy and test SD Focus stories

**Tactic:** Develop a Podcast production and distribution strategy

**Objective: We will grow new audiences by 25 percent in three years**

**Tactic**: Use local content to create community conversation on topics of interest

**Objective: We will grow our diverse audience by 25 percent in five years**

**Tactic:** Develop a tracking system for sources and story topics

**Tactic:** Create a partnership with diverse communities and provide content in their native language

**Objective: Maximize Digital Content Impact to Grow Audience**

**Tactic:** Create Standards and Best Practices for Each Platform by FY24

**Tactic:** Develop a Plan and Schedule for SDPB Domain Merger to Single CMS by FY24

**Objective: Use Data to Better Understand Our Audiences**

**Tactic:** Identify Key Performance Indicators (KPI) for SDPB Content by FY24

**Tactic:** Educate Staff on Data Driven Decision Making

**Goal: SDPB is recognized as a trusted source of educational resources in South Dakota.**

**Objective: Utilize our broadcast, digital, and outreach structures to share educational resources and professional development opportunities.**

**Tactic:** Create a system to evaluate and improve professional development and engagement opportunities.

**Operational Excellence**

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

**Objective**: Complete a brand refresh by September 2023

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

* **Tactic**: Establish Advisory Committee to provide oversight, and Working Group to provide implementation strategies
* **Tactic**: Complete “Scope of Work” document
* **Tactic**: Meet with a select group of agencies and select a partner organization to perform audience research, and surveys, and work through the design process
* **Tactic:** Engage an organization to redesign SDPB Digital footprint, including website, social media, e-communication
* **Tactic:** Present the new brand to staff and boards of directors and introduce methods that allow all to be brand ambassadors
* **Tactic**: By Sept. 2023 prepare to roll out a comprehensive, multi-media external marketing campaign

**Goal: SDPB will grow its audience across all content platforms**

**Objective**: Grow new audiences

**Strategy:** SDPB Programming & Communications will support this effort through targeted advertising and promotion of community conversations

**Goal: SDPB will celebrate and serve South Dakota’s diverse population through its content, outreach and engagement, staff, and reach to all audiences**

**Strategy:** SDPB Programming & Communications will support this effort by investigating the feasibility of adding a channel that includes programming that reflects diverse cultures

**Strategy**: SDPB Programming & Communications will support this effort by conscientiously incorporating persons of color and of diverse cultures and backgrounds in promotional materials to better reflect the diversity of South Dakota’s citizens

**Goal: Create a workforce that reflects the diversity of South Dakota**

**Strategy:** SDPB Programming & Communications will support this effort by providing materials and creating partnerships with organizations that serve diverse groups

**Engineering**

**Goal – SDPB is a trusted and valued technical resource. 2022-2023**

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

* Renew relationship with SpectraRep Datacasting (Educating, Public Safety Datacasting)
* Shift Educating resources to Public Safety datacasting
* Identify partners for an Alpha testing pilot.

**Objective 2:**  Create a plan for migration to ATSC 3.0 -Next Gen Television by FY25.

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

**Tactic:** Capital replacement plan

* + - * FY23 KDSD-TV Aberdeen $150K, KQSD-TV Lowry $140K and KTSD-TV $120K

**Objective 3**:  Update the 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**: Find and hire a technical grant writer by December of 2023

**Objective 4**: Create a plan to source sustaining fiscal infrastructure funding by FY26

**Strategy**: Seek opportunities to increase infrastructure funding

**Tactic**: Evaluate the existing vertical tower real estate leasing model for new revenue streams. With SRC and BIT Finance

**Tactic:** investigate the benefits of integrating into Service now

**Objective 5:**  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 lead staff within NOC, Engineering and Programing opportunities and risks in outsourcing master control.

* Meet with the 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.

**Fundraising**

It is a unique time at Friends of SDPB to do a strategic plan, as Friends is in the final year of our own strategic plan. This existing plan is more of a tactical plan, so we will submit these lofty goals as our strategic plan.

**Goal: Friends of SDPB will provide the resources necessary to meet the needs**

**of the growing SDPB Network.**

**Objectives:**

**Underwriting:** Add additional sales vehicles, primarily digital.
Bring SDPB Underwriting rates closer to market with competitors.
Further increase sponsorships for local programming.

**Membership:** Further diversify fundraising efforts. With on-air membership drives lagging nationally due to economic conditions and this being a dated fundraising model, Friends will need to continue to innovate our membership program.
Enhance the sustaining membership program.

**Individual Giving:** Create a series of “donor offers” that stem from SDPB’s needs and

that inspire donors to give at a major gift level ($5,000 or more annually).

**Goal: Build the SDPB Endowment to $50 million.**

**Objective:** Needs to have significant investment in the SDPB Legacy Society fundraising program for this to happen. Likely longer than a 3-year goal.