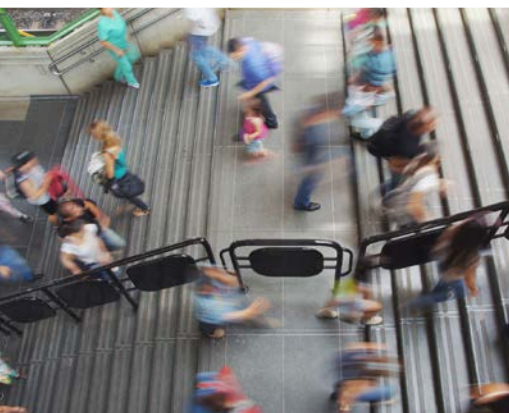


PUBLIC MEDIA  
COMPANY

**2024-27**

# STRATEGIC PLAN



**PUBLIC MEDIA.CO**

**At Public Media company, we believe local nonprofit media can play a vital role in community life, as a trusted source of news, education, music, and public discourse for people of all ages. We want every community across the country to be enriched by local media, and we want to be both a catalyst and facilitator of this vision.**

Our new strategic plan reflects our ambition to grow the reach and impact of community-focused local media. The plan builds upon over two decades of service and impact and represents a deliberate growth in our organization:

- EVOLVING** our mission to focus on the informational and cultural needs of communities
- EXPANDING** our focus to the broader system of community-based and mission-driven nonprofit media organizations while remaining rooted in public media
- ELEVATING** our values as a guide to our work and actions
- ENSURING** our work with local organizations and our partners helps lead to larger system-wide impact
- PRIORITIZING** the organizational health and wellbeing of Public Media Company to underpin our service to others

Public Media Company was established 23 years ago as Public Radio Capital, with a mission to protect public media at a time when the service was in a crisis and under threat. We organized essential capital and structured deals that helped protect valuable community assets, both radio and television spectrum, while also helping to develop service-enhancing mergers and partnerships between public media entities.

This history shapes our present. Today, Public Media Company remains distinguished within the broader media ecosystem as an essential partner to media organizations around the country. We are a mission-driven nonprofit, just like our clients, and our team is comprised of people with deep media and business acumen. This expertise is essential in an era of dynamic change when long-standing commercial business models are proving to be both unsustainable and unequal to the needs of our communities.

Mission-focused media faces new and different challenges than it did in 2001, and Public Media Company is taking a leading role in embracing the needs of today and navigating local media forward to a brighter tomorrow. Guided by rigorous business and media expertise and a passion for service, Public Media Company is helping the field assess, plan for, and realize opportunities for change. In many ways, we were made for this moment.

Still, in an era of both rapid change and great need in our country and in our local communities, we are called to do more. We believe this strategic plan allows our organization to effectively advance our mission and maximize our impact while also preserving the opportunity to explore and pivot as the systems around us continue to experience dynamic change.

# MISSION

**PUBLIC MEDIA COMPANY CULTIVATES VIBRANT LOCAL MEDIA THAT INFORMS, CONNECTS, AND INSPIRES COMMUNITIES.**

# VALUES

**STRONG COMMUNITIES:** Essential for a healthy society and a functioning democracy, strong communities are comprised of informed and engaged people capable of forging connections, working together so that all voices are heard, solving problems, and participating fully in civic life.

**INDEPENDENT MEDIA:** We believe that all people should benefit from local mission-driven media dedicated to connecting, informing, and celebrating the communities they serve.

**BELONGING:** We believe that organizations thrive when people feel a sense of belonging, when all voices are heard and represented, and when individuals come together to learn, celebrate, and act on behalf of shared needs.

**RELATIONSHIPS:** We forge and maintain meaningful relationships with one another and the people we serve; relationships based on respect, empathy, equity, and honest dialogue.

**COLLABORATION:** We recognize the strength of partnerships and teamwork, as well as the power of a diversity of thought and experience. We seek opportunities to connect with people and organizations that share our vision and values.

**LEARNING:** We are committed to building and sharing the knowledge and experience needed to serve the needs of media organizations and local communities.

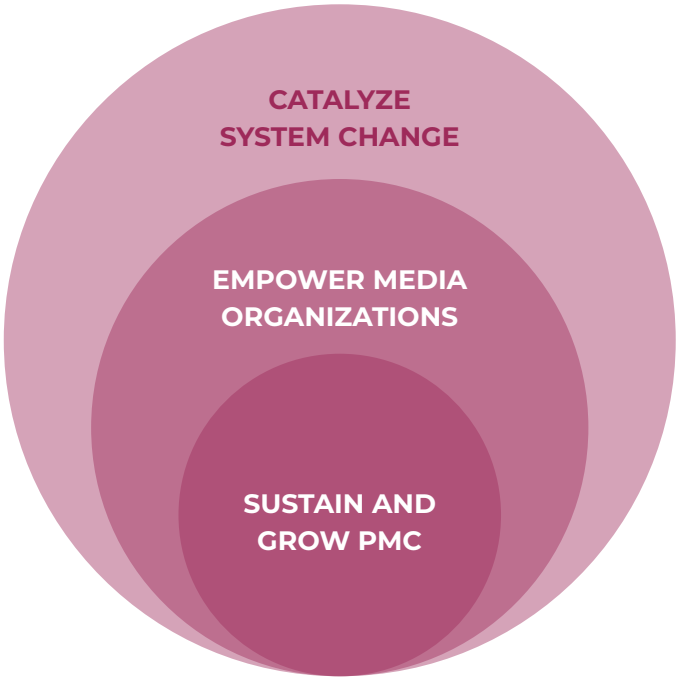
# STRATEGIC PILLARS

TO INCREASE OUR IMPACT OVER THE NEXT THREE YEARS, PUBLIC MEDIA COMPANY WILL FOCUS ON:

**EMPOWERING NONPROFIT MEDIA ORGANIZATIONS:** Using our expertise, experience, and insights, we will work with nonprofit media clients, enabling them to serve and engage their communities both sustainably and impactfully.

**CATALYZING CHANGE IN THE MEDIA SYSTEM:** Building on our experience and insights, we will shape and inform efforts to build robust local media systems that serve all communities across the country.

**SUSTAINING AND GROWING PMC:** We will prioritize the organizational health and the financial well-being of our organization and people so that we can have impact, effectively serve local media, and grow our leadership over the long-term.



# OUR GOALS

**1. EXPAND PMC'S NETWORK AND REACH:** Rooted in our business expertise, history, and service to public media, we will broaden the community and network of nonprofit media organizations, funders, and aligned stakeholders that we serve and with whom we partner.

Invest in networking opportunities, including meetings, convenings, and conferences (public media, nonprofit media, funders, etc.)

Directly engage public and independent media companies, support organizations, and funders as an expanded market for our services

Explore strategic partnerships and collaborations for PMC

**2. GROW PMC'S SERVICE AND DIVERSIFY OUR REVENUE:** We will grow and refine our services to meet the rapidly evolving needs of local media organizations and explore other models that have the potential for impact and revenue.

Grow PMC's Virtual Accounting and CFO services

- Explore other shared-service models (building or acquiring)

Grow, adapt, and align our consulting services

- Explore other services and activities beyond our traditional offering

Expand foundation and funder-supported work

- Explore opportunities to participate in future of media conversations

**3. GROW PMC'S EXPERTISE:** To meet the needs of an expanding and diversified media ecosystem, we will strive (continuously) to understand how and by what means local media can most impactfully and sustainably serve communities, including by using different technologies, platforms, and engagements.

Invest dedicated time to studying and participating in future-oriented discussions, and sharing knowledge within PMC

Add needed expertise to PMC through training, partnerships, and/or hiring

Experiment and prototype new projects



**4. ADVANCE PMC'S BRAND:** With a valued reputation built on 20+ years of service to public media, we will build awareness and understanding of Public Media Company's vision, value, work, and team.

Invest in strategic communications and marketing

Develop knowledge-sharing and thought-leadership opportunities

**5. DEVELOP AND GROW THE PMC TEAM:** We will invest in and empower the people that comprise the PMC team, who are central to advancing our mission.

Grow the skills and abilities of staff by investing in training and development opportunities

Cultivate a work environment that promotes a safe, creative, productive, and collaborative community

Prioritize diversity of experience when growing the PMC team and board

