



2021 ACTIVITY PLAN

January 26, 2021

Accelerate transformative change in the audience focus, inclusiveness, and impact of SRG members, inspiring and supporting greater public service by increasingly significant community institutions.

SRG's 2021 Activity Plan and Budget is a roadmap for the work ahead. It unfolds from SRG's 2018-2021 strategic framework, which concluded:

"SRG members aspire to be the anytime, anywhere, multi-platform choice for audiences seeking news, music, and cultural experiences that are personally meaningful, supportive of their communities, and distinctive at every turn. They see enormous opportunities to expand their public service value, reach and engagement by embracing digital transformation."

Our core mission is the success of SRG members and others in public media in meeting these challenges – to thrive in a time of radical change.

Our 2021 plans are mindful of the profound disruptions of the past year that will continue to impact our nation, our communities, and our member organizations, but also provide opportunities to serve.

SRG's tasks for the year ahead center on capacity-building throughout our member organizations, a content agenda that flows from and better reflects our communities as well as our current audiences, and revenue recovery that will fuel our members leadership in a larger public service media ecology.

We are planning for SRG against an uncertain backdrop – just as every SRG member is doing the same.

- In 2020 we maintained a substantial continuity in membership, SRG's principal source of revenue, and the hope is that the continuity will continue in 2021, along with some recruitment of new members.
- In 2020 we were unable to hold our annual retreat. We are hoping that we will be able to gather in-person in 2021, but that remains to be seen.
- To prepare for change, we are allocating a substantial sum, \$92,000, for contingencies.

These are some of the "known unknowns." But 2020 was filled with surprise and shock and there is nothing to assure that we are not in store for more. What we do know, however, is that we begin the year with solid assets –

- Reserves of \$775,000, more than 75% of our annual spending
- A board-approved plan for member-centered activities
- Collegiality and collective commitment among us
- Strength for SRG that comes from the strength of our members



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	Focus	SRG Costs*	Staff time	Activities
Strategies for audience growth	Audience growth through understanding and responding to changing behaviors across multiple platforms			
	An “audience first” framework of public radio’s local public service ambitions over the next several years			<ul style="list-style-type: none"> Refresh the framework for audience development with a fact-based analysis of current performance and ongoing change, and a growing focus on audience engagement. Highlight the necessary capacity to create, select, organize, and present distinctive and competitive content on multiple platforms. Identify approaches, capacity, and examples that support escalating demands and audience expectations of digital service.
	Options for sustainable revenue within the changing media environment			<ul style="list-style-type: none"> Document the revenue impact of ongoing changes in the way audiences use media and the financial implications of organizations pursuing more diverse and inclusive audiences. Explore and evaluate revised business models for individual giving, sponsorship, and philanthropy that are compatible with and can propel new audience service approaches. As we do this work, foster greater engagement between leaders of local public media organizations and media funders, community-focused public and philanthropic investors, and national public media organizations.
	Communications			<ul style="list-style-type: none"> Share broadly ongoing strategy, case study materials, and documentation of successful local work.
			\$271,000	33%

*SRG costs include personnel, professional fees, meetings and travel, and allocations of occupancy, telecommunications, supplies and other shared costs.

	Focus	SRG Costs	Staff time	Activities
Stronger, more inclusive local service	Stronger local service – more inclusive organizations, wider community engagement, and greater public support			
	Planning and support to achieve more diverse, inclusive, and fair organizations that rectify racism and sexism and better reflect the diversity of our communities.			<ul style="list-style-type: none"> • Convene ongoing member forums for “what comes next” in SRG members’ work to advance diversity, equity, and inclusion – peer-to-peer exchanges that are especially and uniquely germane to SRG members, specific action steps that can be applied across local public media organizations, and concrete results as members achieve them. • Identify training programs, consulting firms, funding opportunities, and other resources with which members can work to advance their individual DEI efforts. • Support opportunities for member-driven collective action around shared interests such as a diverse workforce pipeline, pay equity, diverse sourcing, editorial and social media guidelines, and partnerships with organizations in under-represented communities. • Highlight best practices and standards as they emerge from local work.
	Support SRG members in realizing the broad range of changes to which they aspire			<ul style="list-style-type: none"> • Champion and help drive organizational transformation needed to achieve members’ ambitions for expanding roles as significant community institutions, including Greater audience and community focus, More on-demand content and digital publishing, Deeper engagement with audiences, Pursuit of content and service partnerships within and outside public media.
	A shared core case for philanthropic support of local public media			<ul style="list-style-type: none"> • Articulate and promote a contemporary case for support of local public media organizations – one set in the context of ongoing challenges to local journalism, the acute disruption of local music and culture organizations, and the continuing growth in public media’s local strength and community leadership.
	Annual SRG retreat			<ul style="list-style-type: none"> • SRG’s signature convening of members’ leaders to explore big-picture themes, share local and national progress and issues, and build a sense of common purpose.
			\$263,460	27%

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Advocacy	Advocacy for national policies, collective action, and public and philanthropic investment for public media			
	National arrangements that strengthen the capacity and public service of member organizations	\$189,480	26%	<ul style="list-style-type: none"> Identify common concerns and opportunities regarding policies, plans, and arrangements of government, national organizations, networks, funders, and key vendors. Develop and promote shared knowledge and understanding of public media's audiences, finances, workforce, technologies, and governance that can inform national policies, collective action, and large-scale investments. Advance specific interests and needs of SRG members and the broader public media community through collaboration, negotiation, and advocacy.
Support	Support services for SRG as a responsive and accountable membership organization			
	Management	\$210,390	12%	Board support, member recruitment, financial management, organizational compliance, plus budgeted contingency funds.
	Fundraising	\$15,150	2%	Work with current and prospective funders of SRG activities.
	TOTAL	\$949,480		