



DIVERSITY, EQUITY AND INCLUSION ROADMAP

OUR MISSION

TO USE THE POWER OF MEDIA TO EDUCATE, ENTERTAIN AND INSPIRE.

OUR VISION

MORE CONNECTED, INFORMED AND EMPATHETIC VIRGINIANS.

OUR VALUES

WE LEAD BY EXAMPLE

WE MAKE EACH OTHER BETTER

WE LOVE WHAT WE DO

WE EARN PUBLIC TRUST

WE EVOLVE AND ADAPT

VPM

INTRODUCTION



OUR DIVERSITY, EQUITY AND INCLUSION (DEI) YEAR ONE ROADMAP

The following roadmap lists the priority goals and action items for FY 2022. Our DEI work is ongoing and in support of our 2020 & Beyond Strategic Plan's 3-year goals, which are to:

- Increase relevance, as measured by brand awareness & community impact
- Increase total monthly audience by 25%
- Eliminate the gap between operating revenue and expenses

In this roadmap, we define diversity broadly as: race, ethnicity, gender, age, sexual orientation, religious and political beliefs, geographic, socio-economic status and ability.

We define “people of color” as individuals who identify as Native American, Alaskan Native or other North American Native Nationality; Black or African American; Asian (Far East, Southeast Asia, or the Indian subcontinent); Polynesian, Pacific Islander, Native Hawaiian, Samoan, Chamorro; Latin/Latino/Latinx, Hispanic or Spanish origin; Middle Eastern or North African; or Multiracial.

When we refer to equal opportunities, we mean that every employee should have access to fair compensation, job opportunities and training and tools that foster professional growth.

When we say employees will feel valued at VPM, we mean that we will foster a culture where people feel a sense of belonging and that their unique perspectives and skills are welcomed and supported.

OUR DEI INTENTION

VPM will reflect the diverse communities that we serve, which means we will:

1. Ensure people in our community see themselves through the stories we tell
2. Provide equal opportunities for all employees
3. Cultivate a workplace where our employees feel valued

For this intention, we have drafted stated goals and actions for our:

PEOPLE, PRODUCTS & POLICIES

To hold ourselves accountable, we will create a corporate metric that requires quarterly progress reports against this roadmap. We encourage all employees, Board members and volunteers to provide feedback and input on what's working and where we need improvement.



**ENSURE PEOPLE IN OUR
COMMUNITY SEE THEMSELVES
THROUGH THE STORIES WE TELL**



Ensure people in our community see themselves through the stories we tell

If we achieve this, we should gain a larger audience and membership base that mirrors our community. To be successful, our staff, leadership, volunteers (including the VPM and VFPM Boards and Community Advisory Boards) and content creators/decision makers must be more representative of the communities we serve.

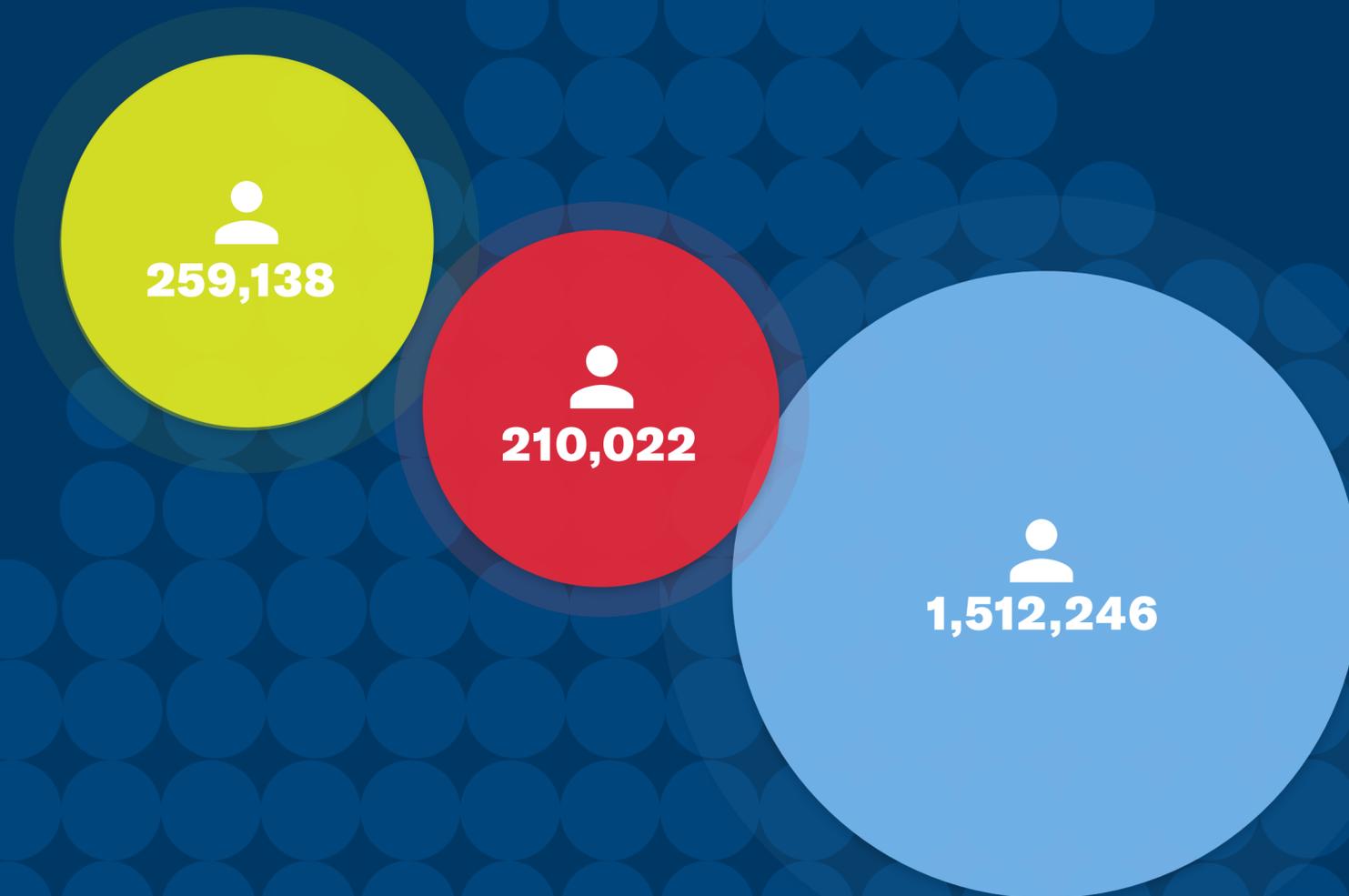
Since we broadly define diversity, we will focus on areas we can measure such as gender, race, ethnicity and geography. We define our community based on the most recent Census data. According to the United States Census Bureau: American Community Survey (2017), VPM reaches nearly 2 million people in a service area that includes the Nielsen's Defined Market Areas (DMA) of **Richmond-Petersburg, Harrisonburg and Charlottesville.**

Our combined DMA aligns with the total U.S. population with an even split between male and female and spread across age groups (25% under 20; 21% 20-34; 24% 35-54; 13% 55-64; and 16% 65+).



TOTAL POPULATION BY DMA

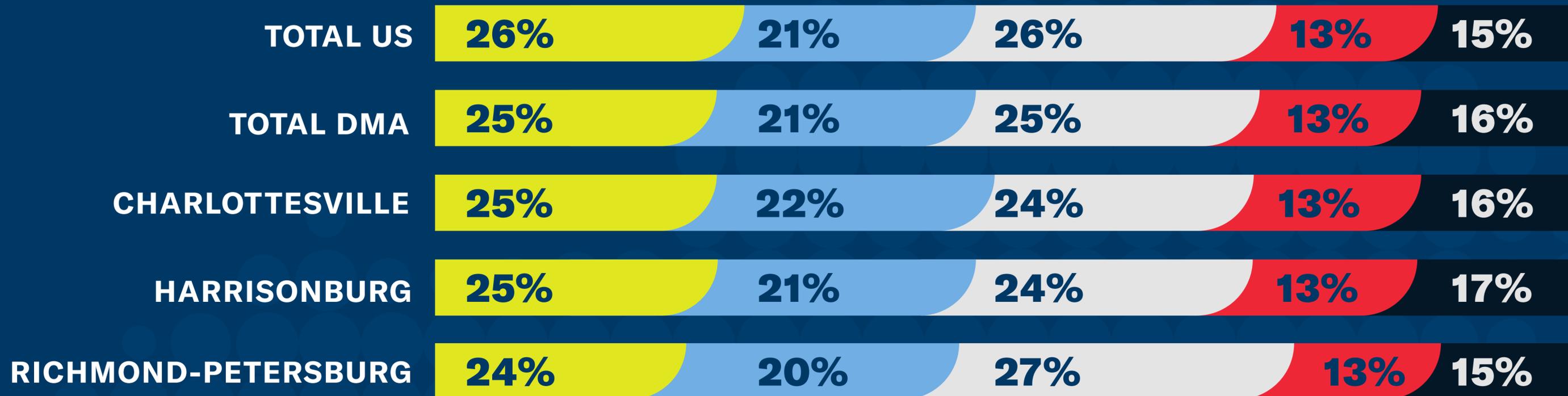
-  RICHMOND - PETERSBURG
-  HARRISONBURG
-  CHARLOTTESVILLE



VIRGINIA



TOTAL BREAKDOWN BY AGE





TOTAL BREAKDOWN BY RACE





TOTAL BREAKDOWN BY ETHNICITY

 **HISPANIC OR LATINO**
(of any race)

 **NOT HISPANIC OR LATINO**



GOALS

For our staff to reflect our DMA, we will commit to interviewing a diverse slate of candidates for all open positions; a diverse slate means at least two candidates will represent racial, ethnic and/or gender diversity.



To create a more diverse talent pipeline, our intern selection process will represent the diversity of our region's colleges.



ACTIONS

- Strengthen relationships with diverse affinity groups to ensure open positions are posted broadly
 - Train hiring managers on best practices in interviewing
 - Vet candidates and recommend a diverse slate
-
- Broaden pool of target schools, with emphasis on regional HBCUs, community colleges and religiously affiliated schools
 - Host “Partnership for the Future” Internship, which provides opportunities for high-potential high school students from challenging circumstances

GOALS

The VPM and VFPM Board of Directors will reflect our total DMA.



The VPM CABs will reflect our total DMA.



ACTIONS

- The Boards and management will implement a process to gather information about current Board members to identify gaps
- The Governance & Nominations Committee and CEO will develop a list of prospects who represent our DMA and consider diversity in determining candidate slates for open positions

- The CAB and management will implement a process to gather information about current Board members
- The CAB will consider diversity in determining the candidate slates for each year; those priorities will be different between the Richmond CAB and the Charlottesville/Harrisonburg CAB

GOAL

Our content (series, documentaries, podcasts, digital and social content) will cover a wide range of issues important to our DMA.

ACTIONS

- Ensure content creators are representative of our market by creating a survey instrument and process to gather information about their race/ethnicity, age, sexual orientation, geography and education
- Complete a review of 2020 content by September 1, 2021 using survey data
- Create annual content review process that includes feedback by the CAB
- Begin review of 2021 content immediately after July 1, for timely and accurate responses
- Implement regular greenlighting process for content decisions that invites feedback from teams across VPM
- Leverage CAB for feedback on stories in development where management needs guidance
- Utilize engagement staff to develop partnerships and participate in community events to filter back ideas and issues
- The CAB will identify critical issues in their communities
- The CAB will provide feedback on VPM's stories and identify gaps

GOALS

Our content creators will reflect our DMA.



VPM News will cover news that reflects our DMA and is informed by community feedback.



VPM Music will find more opportunities to feature artists who are female or identify as people of color.



ACTIONS

- Continue to develop relationships with diverse producers, directors and content professionals
- Increase the percentage of BIPOC producers/partners by 10% based on 2020 content audit

- Create a process to review and record sources to ensure they represent our DMA
- Implement Hearken as a community listening/engagement platform

- Develop a process to track in-studio artists, with the ability to record how many are women and/or people of color

GOALS

The content we create and services we offer to early childhood educators, families and caregivers will be reflective of and sensitive to our target audience, defined as those in Title 1 schools, Head Start Programs, the Virginia preschool Initiative and mix-delivery classrooms.



Our marketing & communications strategy will align with the VPM content strategy, with a focus on growing outreach to target audience segments within our DMA.



ACTIONS

- Identify and work with local community partners and content creators that reflect our DMA
- Review our content, marketing materials and images across platforms to ensure our target audience is represented and that we are communicating in linguistically and culturally responsive ways
- In our professional development curriculum, reinforce that early childhood educators must present a variety of cultures, races and ethnicities in their teaching materials to build authentic relationships with children and families
- Define target audience segments using data from brand survey
- Refresh and relaunch “Connected to What Matters” campaign to increase brand awareness among target audiences
- Define criteria for establishing sponsorships with external organizations to align with target audience segments
- Audit VPM brand identity to ensure it is welcoming and inclusive

GOALS

Our supporters will be reflective of our DMA.



ACTIONS

- Recruit and train more women, people of color and people representing geographic diversity to be on-air talent for membership campaigns
- Choose imagery for fundraising pieces to reflect our DMA
- Broaden the pool of member testimonials to reflect our DMA

GOALS

We will implement a procurement process and track VPM vendors to identify areas of improvement.



ACTIONS

- Write procurement policy that leverages best practices and includes diversity as one of the selection criteria
- Determine which areas of diversity we will focus on
- Communicate and train managers on how to manage a vendor selection process
- Create a process for tracking vendors



PROVIDE EQUAL OPPORTUNITIES FOR ALL EMPLOYEES



Provide equal opportunities for all employees

To be a high-performing team that can execute VPM's Mission, Vision and DEI Intention, we must ensure every member of our team is set up for success. We will provide every employee with the information, tools and support they need to grow professionally and meaningfully contribute to VPM. Ongoing management training will be offered so that supervisors are better prepared to support their employees.

If we achieve this, VPM will have a highly engaged workforce as measured by an annual employee engagement survey and regular pulse surveys. We will also do a biennial review of our compensation and employee policies.

GOALS

All employees will receive fair and equitable compensation.



All employees will have access to learning opportunities for professional growth.



ACTIONS

- Use third-party compensation data to inform salary bands for job levels and provide information to employees about how salaries are determined
- Clarify which roles are salary and which are hourly with overtime
- Develop and maintain accurate and complete position descriptions for all positions within VPM
- Implement annual review process that includes goals for professional development
- Create a centralized professional development budget with guidelines and process for application, and ensure all employees and managers are knowledgeable of this opportunity
- Mandate that managers and employees have regular 1:1s and implement training so managers know how to support their employees, offer/receive feedback and provide coaching about career growth
- Continue to post all open positions on VPM.org and encourage internal candidates to apply

GOALS

Our corporate documents and All-Staff meetings will be easily accessible.



Our meetings and gatherings will be planned so that employees have equal access to senior management, managers and information.



ACTIONS

- Create Microsoft SharePoint site to store key corporate documents (budgets, metrics, etc.)
- Record All-Staff meetings and provide all presentations on SharePoint site
- Host All-Staff meetings virtually so all employees have access to the information in the same way

- Encourage managers to conduct staff meetings using a hybrid of in person and virtual formats

GOALS

The VPM Employee handbook will be available online and updated with common best practices.



ACTIONS

- Review and rewrite current VPM Employee handbook with external vendor by June 2021
- Digitize VPM Employee handbook and make accessible to all employees on Microsoft SharePoint



CULTIVATE A WORKPLACE WHERE OUR EMPLOYEES FEEL VALUED



Cultivate a workplace where our employees feel valued

We are only as good as our people. VPM must have a team of highly engaged employees, since they are a key ingredient to better organization outcomes and long-term success. Management, recognizing that each individual is unique and requires customized support, is particularly accountable for achieving this objective. We will know that we are achieving this objective if we have a high-functioning team that is delivering on the previous two objectives. We can measure success through an annual employee engagement survey, regular pulse surveys, exit interviews and retention rates.

GOALS

People and teams will feel supported and recognized.



ACTIONS

- Implement a mechanism to acknowledge teams who are excelling and living the values
- Train managers on how to meaningfully recognize employees for their contributions

Managers will be equipped to support a diverse staff.



- Develop an annual curriculum for managers, including giving feedback, intentional listening, navigating difficult conversations, DEI and Emotional Intelligence
- Create peer-to-peer manager cohorts
- Support new managers with additional training and mentorship

GOALS

Employees will understand and trust each other.



ACTIONS

- Establish a DEI workgroup, which will provide invitation for broad participation
- Establish employee affinity groups with budget and support from senior leadership
- Create activities that celebrate diverse cultures
- Use Slack and other communication tools to share information and learning opportunities

GOALS

All VPM spaces will represent our values and be places where our employees and guests feel welcome.



ACTIONS

- Based on employee feedback and staff needs, design a new Richmond office
- Ensure all VPM buildings are ADA compliant
- Design all VPM spaces to include a display of VPM Values

GOALS

All staff will receive ongoing training to include DEI and unconscious bias.



Employees will have regular opportunities for feedback and access to the CEO and senior management.



ACTIONS

- In FY 2022, engage external vendor on DEI and unconscious bias training for all employees
- Share DEI webinars, books, podcasts, articles and other resources on Slack
- Annually deploy an Employee Engagement Survey that may include topics such as DEI, belonging, satisfaction, etc.
- Leverage TINYpulse for ongoing anonymous feedback loop between employees and senior management
- Encourage employees to share accolades for their peers using tools such as TINYpulse
- CEO will hold regular opportunities to engage with groups of staff

