

STRATEGIC PLAN

2021-2024

ARIZONA  **PBS**
ARIZONA STATE UNIVERSITY

INTRODUCTION

On January 30, 1961, Arizona PBS signed on the air for the first time. Today, we reach 80 percent of Arizona households, averaging over one million weekly viewers* and we reach 100 percent of the state of Arizona through educational outreach. For 60 years, we have made it our mission to enrich the lives of the people and communities we serve.

Arizona PBS is one of the largest media outlets operated by a journalism school in the world, proudly housed by the **Walter Cronkite School of Journalism and Mass Communication**. Our experiential learning curriculum, based on Cronkite's "teaching hospital" method, is unrivaled.

The last 18 months have been an incomparable journey shared with our audience. As we emerge from an unprecedented pandemic, there is nothing more important than continuing to build strong, trusted **two-way relationships** with the people of Arizona.

While proud of where we came from and where we are today, there is no better time to chart our bold path forward. Our core mission hasn't changed, but Arizona has. Our core mission hasn't changed, but technology has. Our core mission hasn't changed, **but audiences have.**

The Arizona PBS 2021-2024 Strategic Plan will position us to form deeper connections with our audiences and partners, provide more engaging and authentic content delivered across platforms, stay ahead of technological advances, diversify our revenue sources, and build a more innovative, diverse and agile culture. In short, it will ensure Arizona PBS continues to operate from a position of strength in the Arizona market.

Arizona PBS created this updated Strategic Plan after a thorough, detailed process that included involving our leadership team and staff and was informed by an updated media market analysis. We are committed to our mission. With this roadmap, we have the tools necessary to achieve it in a changing world. **Let's get to work.**



Adrienne Fairwell
General Manager
Arizona PBS



OUR MISSION

Arizona PBS enriches lives by building community connections through trusted journalism, entertainment, education and diverse programming.

OUR VISION

Your Arizona connection starts here.

OUR NORTH STAR

Audience obsessed

OUR VALUES

Excellence | Trust | Honesty | Transparency

Authenticity | Enrichment | Innovation

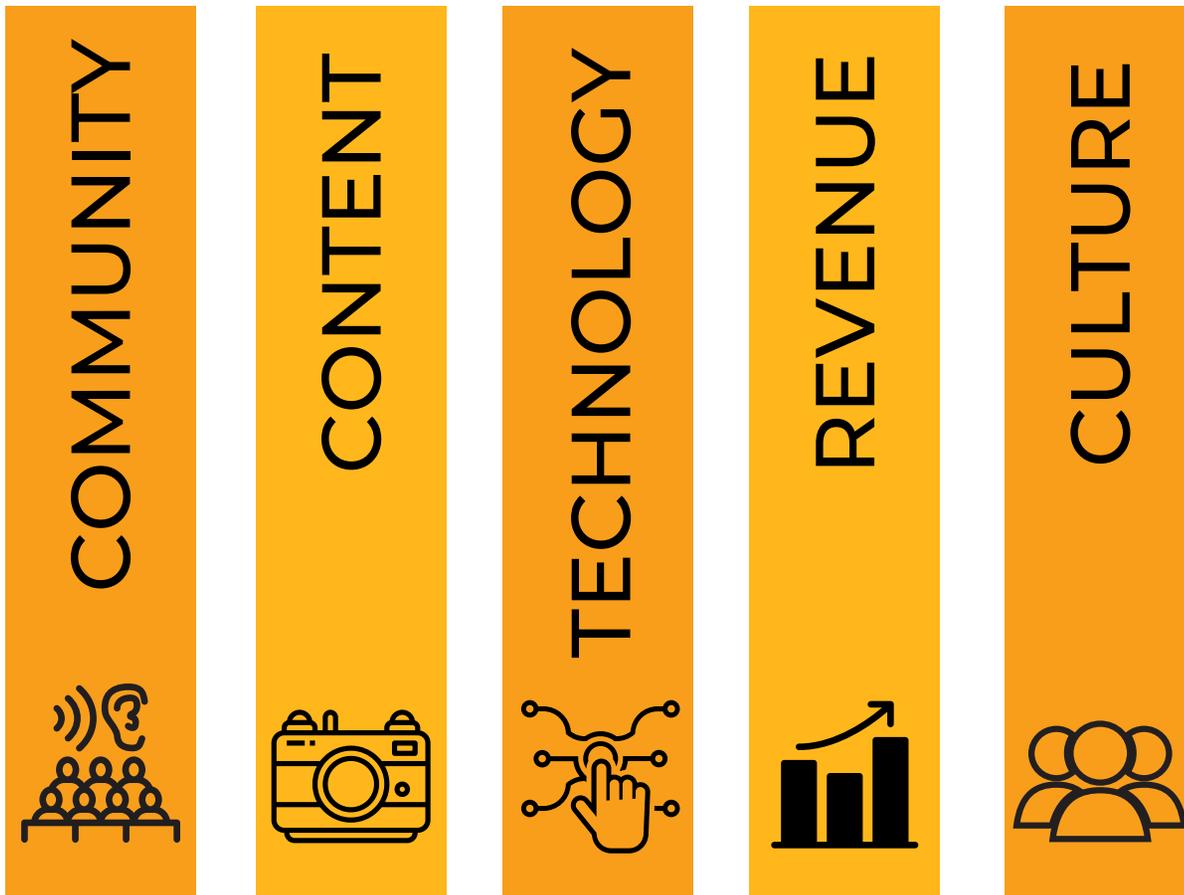
Accountability | Respect | Kindness

Inclusion | Collaboration | Curiosity



Plan Framework

The Arizona PBS 2021-2024 Strategic Plan is organized around five strategic priorities: Community, Content, Technology & Innovation, Revenue and Culture & Operations.



Your Arizona story

starts here.

PRIORITY #1: COMMUNITY



Strategic Priority:

Grow, retain and diversify our audience to reflect and serve the Arizona community.

Key Objectives:

- Know our audiences in order to serve them engaging content, experiences and services.
- Focus on creating relevant experiences on new platforms that are reflective of the communities we serve.
- Build deeper engagement and community connections with our audiences of today and of the future.
- Build and diversify new revenue streams for existing and new audiences.
- Form key partnerships with organizations and influencers that will help us reach, connect and build community with audiences we are not reaching today.

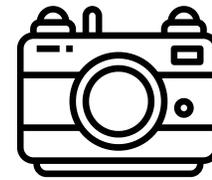
ARIZONA
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BREAK IT DOWN **CN** Cronkite
News



PRIORITY #2: CONTENT



Strategic Priority:

Reach audiences authentically across platforms with content and solutions-based journalism that is local and relevant, connecting them to Arizona, to us and to one another.

Key Objectives:

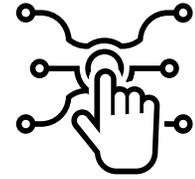
- Leverage data to inform the content we develop, optimized for audiences and relevant delivery platforms.
- Develop local content that reaches new and diverse audiences, deepens engagement and supports new and existing revenue streams.
- Distribute local content/formats across existing and emerging platforms that meet audiences where they are.
- Advance our partnerships in support of trusted journalism (e.g., Cronkite School of Journalism and PBS), education and diverse programming.
- Embrace the distinctiveness of the state of Arizona to develop content, stories and experiences that have local, national and global appeal.
- Actively engage the audience / community in 1-1 communications that provide direct feedback to drive our decisions and strategy.

A man with sunglasses and a young boy are looking at something together outdoors. The man is on the right, wearing a grey t-shirt with a graphic. The boy is on the left, wearing a dark jacket with a red collar. They are in a sunny outdoor setting with a green canopy and buildings in the background. Other people are visible in the background, including a woman with sunglasses and a man in a blue shirt.

Your Arizona learning

starts here.

PRIORITY #3: TECHNOLOGY



Strategic Priority:

Advance our tools, technology and systems to enable us to better reach, engage, connect and serve audiences across platforms.

Key Objectives:

- Invest in tools, technology and systems that can improve our ability to effectively and efficiently scale our distribution and operations.
- Advance our data infrastructure to enable us to better collect, aggregate, share, understand and utilize audience (data) insights from internal and external sources.
- Continue to partner in Phoenix-based ATSC 3.0 pioneering efforts to advance next gen content viewing, targeted delivery, engagement and revenue models.
- Engage public media partners to better understand and take advantage of national/local digital infrastructure opportunities (e.g. DIG and next-gen Passport, etc.)
- In partnership with ASU, make the evaluation and understanding of new innovative tools, processes and technologies part of our DNA in support of the other objectives.



PRIORITY #4: REVENUE



Strategic Priority:

Diversify and grow our revenue by better leveraging existing and emerging revenue models and opportunities.

Key Objectives:

- Better understand our audience and their behaviors and how those relate to direct and indirect station revenue.
- Grow our revenue from both existing and new funding sources by leveraging our focus on relevant content and direct digital audience relationships.
- Grow our revenue from existing member/major donor/corporate sponsor models.
- Grow our revenue from new models including products, licensing, digital/physical goods, new member models and new content distribution partnerships.
- Create stronger opportunities for Arizona businesses and major donors to associate themselves with new, local, Arizona-focused content, distribution and audience engagement.
- Be agile and responsive in how we allocate funding to be able to invest into emerging growth areas.

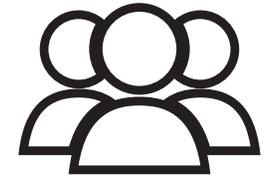


Your Arizona adventure

starts here.



PRIORITY #5: CULTURE & OPS



Strategic Priority:

Create a culture and workplace that is inclusive, diverse, agile, accessible and innovative in how we think, hire and execute.

Key Objectives:

- Advance the organizational culture and operations by fostering an environment that supports and embraces diversity of thought, opinion, experience, backgrounds and viewpoints.
- Be agile in how we operate and support learning, improvement and collaboration. Foster an environment fueled by enthusiasm for innovation and support for staff members' well-being.
- Be an audience-first, community-focused organization that takes on the responsibility for supporting the economic, social, cultural and overall health of the communities it serves.
- Create a culture where data is always used to inform our decisions, and there is clear and direct alignment to and shared ownership of our strategic priorities.
- Through our recruitment, hiring, onboarding, workforce development and board representation, align with best practices of ASU/Cronkite to become an organization that reflects the diversity of the people we reach and serve.
- Be an organization attuned to the marketplace, our competitors and potential partners/organizations that can accelerate our impact.

Your Arizona connection

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