

ARIZONA PUBLIC MEDIA®





2016 OVERVIEW

ORGANIZATIONAL PROFILE

AZPM is a member-supported, non-profit public media organization that serves all of Southern Arizona. AZPM includes six public television program services and three radio program services.

AZPM produces award-winning content from its studios on the campus of the University of Arizona (UA) and is provided as a community service and educational resource. AZPM is an operating unit of the University, but, since its inception in 1959, maintains editorial independence from the institution. The



Arizona Board of Regents holds the FCC license for AZPM's broadcast stations. See Appendices I and II for more information about the history of AZPM as well as details regarding the public media funding model.

Television

KUAT and KUAS television stations are Public Broadcasting Service (PBS) affiliates and are broadcast via two digital transmitters that cover a broad portion of southeastern Arizona. Both stations provide a constant stream of PBS high-definition (HD) programming 24-hours a day, seven days a week on PBS 6 (Channels 6.1 and 27.1). They are also the only two locally owned and operated television stations in Tucson.

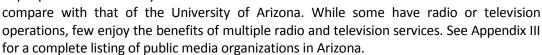
In addition, AZPM offers four discrete standard definition program services, *ReadyTV* and *V-me* on KUAT, and *PBS Kids* and *WORLD* on KUAS. AZPM also manages and operates the *UA Channel*, which features a diverse mix of PBS titles, community programs, as well as University of Arizona-related lectures and events.

<u>Radio</u>

AZPM has two radio stations, KUAZ-AM/FM and KUAT-FM. Via three full-power transmitters and five translators, these stations reach listeners throughout Southern Arizona. KUAZ-AM/FM (NPR 89.1) broadcasts National Public Radio (NPR) during the day. While the AM station is limited to sunrise-to-sunset operations, NPR 89.1 broadcasts 24-hours a day. During the evening hours, the station provides jazz music programming, followed in the early morning hours by the BBC's overnight World News Service. In 2016 the FCC granted a construction permit for KUAS-FM 88.9 in Sierra Vista, which will extend NPR 89.1's reach to communities southeast of Tucson. KUAT-FM (Classical 90.5) is the region's only classical music format radio station. It broadcasts 24-hours a day, and also provides locally produced newscasts.

Strategic Objective

AZPM's mission is to educate, inform, inspire and connect our community by bringing people and ideas together. An extension of this mission is AZPM's commitment to producing local, original content for and about the people of Southern Arizona and the University of Arizona. AZPM is one of a handful of public stations in the country producing original local content on multiple platforms on a daily basis. Few American academic institutions have media assets that



AZPM excels at its mission of producing exceptional local, original programming. In October 2015, AZPM's staff won 13 Rocky Mountain Emmy® Awards in 10 categories. AZPM staff received more awards than any other broadcaster in Southern Arizona and more than any other public broadcaster in the region, including the coveted top prize, the award for Overall Excellence.

Staffing

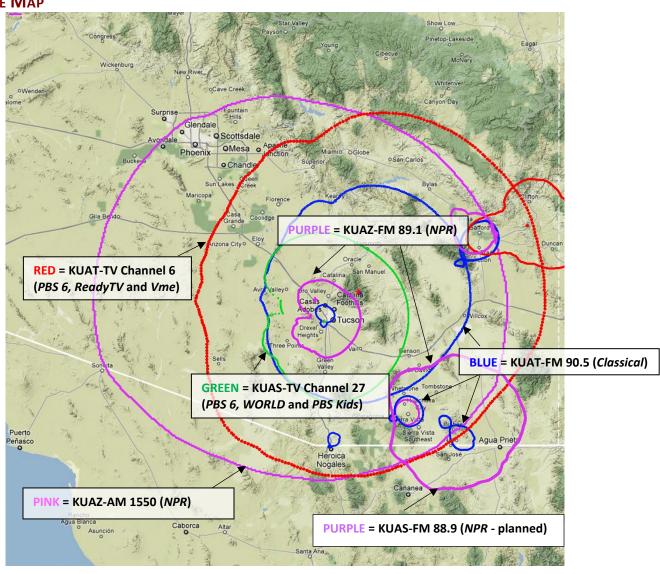
AZPM has 90 full- and part-time professional staff who work in a variety of roles, including on-air talent, programming and production, engineering and technology, journalism and reporting, underwriting, marketing, and fundraising, among others. AZPM also employs approximately 24+ students who work to gain on-the-job training in radio, television, marketing and other media functions, working alongside AZPM's professional staff. AZPM also hosts student interns and journalism apprentices each semester.

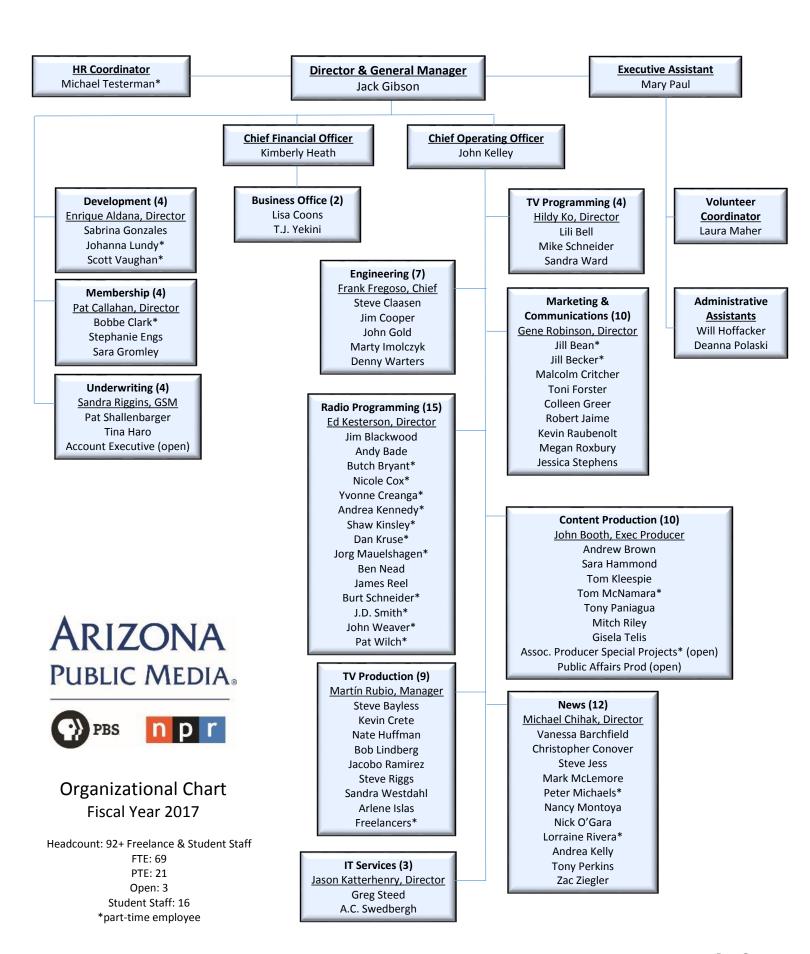


AZPM has an active Community Advisory Board (CAB),

comprised of citizens who represent the diverse needs and interests of the communities AZPM serves. The CAB advises AZPM management and the University on a variety of issues of importance to their respective communities, participates in community relations and fundraising activities, and guides the strategic planning process for the organization. Last, but certainly not least, AZPM has a dedicated team of 200+ volunteers who give tirelessly of their time and skills to assist AZPM in a wide variety of functions.

COVERAGE MAP









FAST FACTS about PBS 6

Programs

National: Public Broadcasting Service (PBS) Local Productions: *Arizona Illustrated* (39 x

30:00/year)

Arizona Week (50 x 30:00/year statewide)
Metro Week (50 x 30:00/year statewide)
Documentaries: (1-3 x 60:00/year national)

Audience

Tucson Market: 428,090 TV Households

Unduplicated Weekly Audience: 191,946 Viewers1

Unduplicated Monthly Audience: 233,023

Households1

National Ranking: #5 Full Week Audience²

Call Signs

KUAT-TV/KUAS-TV

Channels

Broadcast: 6-1 and 27-1 (Channel 6 HD translator in

Duncan, AZ)

CATV: Cox 6 and 1006 (HD); Comcast 6 and 220 (HD)

DBS: DISH 6; DirecTV 6

Geography

Southern Arizona: Pima, Cochise, Santa Cruz, Pinal,

and portions of Maricopa counties.

Co-branded ID Value

\$700,980³

1 Nielsen Media Research, 12-month average

2 TRAC Media Services, February 2016

3 The co-branded ID value is determined by multiplying the average cost of a 15-second underwriting message on the program service by the annual number of co-branded station IDs broadcast.

More about PBS 6

KUAT 6 and KUAS 27 are the only locally owned and operated TV stations in Tucson, providing local non-commercial educational program services to communities throughout Southern Arizona and beyond. Channel 6 covers the bulk of Southern Arizona from its transmission facility on Mt. Bigelow and Channel 27, broadcasting from Tumamoc Hill, is used to fill-in signal reception voids for audiences in the Catalina Foothills, which are in the shadow of the Santa Catalina Mountains. UA faculty and administrators are frequently featured on AZPM stations, sharing innovations and discoveries with the community and, online, with global audiences. AZPM's locally-produced content is frequently shared with sister PBS stations providing both intellectual and brand awareness opportunities through local PBS stations in communities across the country.





FAST FACTS about Vme

Programs

Spanish-language News, Information and Educational Programming

Audience

Tucson Market: 428,090 TV Households Unduplicated Weekly Audience: N/A¹ Unduplicated Monthly Audience: N/A¹

Call Sign

KUAT-TV

Channels

Broadcast: n/a

CATV: Cox 81; Comcast 399 DBS: DISH 9414; DirecTV 440

Geography

Southern Arizona: Pima, Cochise, Santa Cruz, Pinal and portions of Maricopa County

Co-branded ID Value

\$131,400²

1 Audience data for Vme is unavailable.

2 The co-branded ID value is determined by multiplying the average cost of a 15-second underwriting message on the program service by the annual number of co-branded station IDs broadcast.

More about Vme

Tucson and Southern Arizona are home to one of the largest concentrations of Hispanic persons in the U.S. Many are immigrants whose first language is Spanish. Others are Spanish-fluent first generation American citizens. While some Spanish-language commercial radio and television services are available over the air or through cable and satellite providers, none can boast the kind of informative and educational programming that *Vme* can. *Vme* is the first and only Spanish-language broadcast television programming service designed for public television stations. *Vme* is broadcast in 43 markets across the country and reaches more than 70-million households. The 24-hour digital broadcast service is dedicated to entertaining, educating, and inspiring families through Spanish-language programming that offers a contemporary mix of original productions and popular public television programs specially adapted for Hispanic audiences. Mirroring AZPM's other television services, *Vme's* programming includes drama, music, current affairs, food, lifestyle, nature, and educational pre-school content.





FAST FACTS about ReadyTV

Programs

How-to and Life-long Learning Programming

Audience

Tucson Market: 428,090 TV Households Unduplicated Weekly Audience: N/A¹

Call Sign

KUAT-TV

Channels – 6am – 6pm

Broadcast: 6-3 & 27-3

CATV: Cox 82; Comcast 396

DBS: N/A

Geography

Southern Arizona: Pima, Cochise, Santa Cruz, Pinal and portions of Maricopa County

Co-branded ID Value

\$468,900²

1 Audience data for ReadyTV is unavailable.

2 The co-branded ID value is determined by multiplying the average cost of a 15-second underwriting message on the program service by the annual number of co-branded station IDs broadcast.

More about ReadyTV

AZPM has designed the *ReadyTV* program schedule specifically for Southern Arizonans. Most often referred to as "do-it-yourself" programming, the channel's offerings include viewers' favorite public television series and specials on cooking, travel, arts and crafts, gardening, home improvement, and other lifestyle interests. The programs seen on *ReadyTV* come from American Public Television, The National Educational Telecommunications Association (NETA), and *PBS. ReadyTV's* unique mix of programming appeals to a growing subset of public television viewers at minimal operational cost to AZPM and UA.





FAST FACTS about PBS Kids

Programs

PBS Educational Programming for Children

Audience

Tucson Market: 428,090 TV Households Unduplicated Weekly Audience: N/A¹

Call Sign

KUAS-TV

Channels

Broadcast: 6-2 & 27-2

CATV: Cox 80 and Comcast 395

DBS: N/A

Geography

Central and Northwest Tucson and the Catalina Foothills

Co-branded ID Value

\$131,4002

1 Audience data for PBS Kids is unavailable.

2 The co-branded ID value is determined by multiplying the average cost of a 15-second underwriting message on the program service by the annual number of co-branded station IDs broadcast.

More about PBS Kids

The UA, a public Land-Grant University and a top-25 research institution in the U.S., is both committed to public education and dependent upon it for future generations of successful students. High school graduation outcomes and university-level student performance are positively influenced by quality early childhood education experiences. Each week, AZPM provides though the *PBS Kids* channel and *PBS 6* more than 200 hours of high-quality educational programs designed to foster interest in STEM (science, technology, engineering, and mathematics) subjects and to develop literacy, social, and emotional skills.

Also indicative of AZPM's dedication to early childhood education, is its partnership with KAET8/Phoenix in AZ PBS Learning Media, a national initiative and local collaboration that provides access to an expansive digital library of educational materials aligned with Common Core Standards. Nearly 13,000 teachers across Arizona are now accessing the service. A volunteer Teacher Core Educator who conducts training seminars in Southern Arizona is integral to the now two-year old program. The volunteer educator has also participated in the Mathematics Educator Appreciation Day Conference at the UA, Teacher Day at the UA, and the Annual Fair for Educators hosted by the Office of the Pima County School Superintendent. Among the community partnerships AZPM has cultivated to help promote the educational value of PBS's children's programming is one with Children's Museum Tucson.





FAST FACTS about World

Programs

Documentary, science, and domestic and world affairs programming.

Audience

Tucson Market: 428,090 TV Households Unduplicated Weekly Audience: N/A¹

Call Sign

KUAS-TV

Channels – 6pm – 6am

Broadcast: 6-3 & 27-3

CATV: Cox 82 and Comcast 396

DBS: N/A

Geography

Central and Northwest Tucson and the Catalina Foothills.

Co-branded ID Value

\$198,195²

1 Audience data for World is unavailable.

2 The co-branded ID value is determined by multiplying the average cost of a 15-second underwriting message on the program service by the annual number of co-branded station IDs broadcast.

More about World

WORLD is a 24/7 channel featuring public television's signature nonfiction documentary, science and news programming complemented by original content from emerging producers. Launched in August 2007, WORLD is now carried by 68 licensees with 158 stations across the country, representing more than 58% of U.S. television households.

WORLD appeals to Southern Arizonans who look to public television for unbiased and in-depth coverage of a variety of subjects, especially world news, public affairs and politics. The channel features such public television favorites as NOVA, Frontline, PBS NewsHour, Tavis Smiley, Global Voices, Pacific Heartbeat, Nature, Independent Lens, P.O.V. and AfroPop. Through WORLD, AZPM is able to deliver more independent, nonfiction programming than is featured on its primary channel. WORLD also provides viewers with independent voices telling personal stories from around the globe. This sharing of stories, complemented by the channel's companion website, affords active engagement with content featuring global communities, scientific advances, revelations of history, natural wonders, lives of the great and the unsung, and perspective on today's headlines and critical issues around the world. As viewership of WORLD continues to grow, the channel is expanding AZPM's reach to audiences who may not frequent its other program streams.





The University of Arizona College of Science Lecture Series: Earth Transformed

FAST FACTS about UA Channel

Programs

PBS titles, community programs, lectures, and events from the campus of the University of Arizona.

Audience

Tucson Market: 428,090 TV Households Unduplicated Weekly Audience: **N/A**¹

Call Sign

N/A - Digital only

Channels

Broadcast: N/A CATV: N/A DBS: N/A

https://originals.azpm.org

Geography

Unlimited

Co-branded ID Value

\$340,065²

1 Audience data for the UA Channel is unavailable.

2 The co-branded ID value is determined by multiplying the average cost of a 15-second underwriting message on the program service by the annual number of co-branded station IDs broadcast.

More about UA Channel

The *UA Channel* provides Cox and Comcast cable viewers with UA-centered educational and informational programming including a variety of UA Lecture Series, along with other educational and informational programming such as *NASA TV* and the *BBC World Service*. In addition, the channel's signature series, *UA+*, is a television and web-based program produced by entirely by UA students that is focused on UA. Recent productions include *Exploring Diversity*, *The Life Sciences Community*, and *Creative Life at the UA*.

The *UA Channel* is also one of AZPM's venues (the other is AZPM.org) for sharing unique UA campus events such as the very popular series of lectures on aspects of evolution, human happiness, and the current series on the evolution of the human brain sponsored by UA College of Science. The *UA Channel* also partners with other non-profit organizations to broaden the reach of programs about vital community issues such as the *Community Interactive* panel discussions on poverty and education produced by AZPM in conjunction with the Community Foundation for Southern Arizona.





All Things Considered Host Robert Siegel with Jules Feiffer

FAST FACTS about NPR 89.1

Programs

National: NPR News & Information, and BBC World

Service News

Local Productions: *Arizona Spotlight* (52 x 30:00/year); 24 daily newscasts (weekdays)

Audience

Tucson Radio Market (12+): 867,000

Weekly Cumulative Audience: 93,600 (Winter 2016)¹

Market (AQH) Share: 5.4 (Winter 2016)²

Market Rank (Winter 2016): #6 (12+)2; #3 (50+)2

Call Sign

KUAZ (AM), KUAZ-FM & KUAZ-FM HD-2

Channels

Broadcast: 1550 AM, Tucson; 89.1 FM; 89.1 HD-2, Tucson; 91.7 FM, Sierra Vista; 88.9 FM, Sierra Vista (Construction Permit)

Geography

KUAZ(AM): Southern Arizona from Casa Grande to

Green Valley

KUAZ-FM: Central Tucson and Sierra Vista

Co-branded ID Value

\$315,360³

- 1 Total Survey Area Cume, Persons 12+, Mon-Sun 6A-Midnight, Winter 2016, Produced by RRC from Data © 2016 Nielsen Audio, Inc.
- 2 Metro AQH Share, Persons 12+/50+, Mon-Sun 6A-Midnight, Winter 2016, Produced by RRC from Data © 2016 Nielsen Audio, Inc.
- 3 The co-branded ID value is determined by multiplying the average cost of a 15-second underwriting message on the program service by the annual number of co-branded station IDs broadcast.

More about NPR 89.1

NPR 89.1 provides news, information and entertainment programming from NPR, American Public Media, the BBC, Public Radio International and others, along with jazz music in the evening. The station's AM and FM transmitters and FM translator cover the area from Phoenix to Green Valley and Sierra Vista. *NPR 89.1's* audio is streamed live 24/7 at www.radio.azpm.org/kuaz.

AZPM's locally-produced content on NPR 89.1 includes top and bottom of the hour newscasts throughout most of the day, extended in-depth news and public affairs features aired during NPR's Morning Edition and All Things Considered, and the weekly radio news and feature magazine Arizona Spotlight.

NPR 89.1's HD-2 channel broadcasts news and information from the BBC World Service 24-hours a day.





Community Concerts Series: Arizona Repertory Singers

FAST FACTS about Classical 90.5

Programs

Classical Music Programming from American Public Media (APM) and Public Radio International (PRI), WFMT and others.

Community Concerts (52 x 90:00/year); 6 daily newscasts (weekdays)

Audience

Tucson Radio Market (12+): 867,000

Weekly Cumulative Audience: 37,800 (Winter 2016)1

Market (AQH) Share: 2.0 (Winter 2016)²

Market Rank (Winter 2016): #15 (12+); #8 (50+)²

Call Sign

KUAT-FM

Channels

90.5, 90.5 HD-2, & 89.7 FM, Tucson/88.9 FM, Bisbee/91.1 FM, Nogales/89.5 FM, Safford/89.7 FM, Sierra Vista

Geography

Southern Arizona: From Scottsdale to Nogales including Tucson, Safford, Sierra Vista, and Bisbee

Co-branded ID Value

\$87,600

- 1 Total Survey Area Cume, Persons 12+, Mon-Sun 6A-Midnight, Winter 2016, Produced by RRC from Data © 2016 Nielsen Audio, Inc.
- 2 Metro AQH Share, Persons 12+/50+, Mon-Sun 6A-Midnight, Winter 2016, Produced by RRC from Data © 2016 Nielsen Audio, Inc.
- 3 The co-branded ID value is determined by multiplying the average cost of a 15-second underwriting message on the program service by the annual number of co-branded station IDs broadcast.

More about Classical 90.5

Broadcasting from Mt. Bigelow in the Catalina Mountains, *Classical 90.5's* 12,500-watt signal and five FM translator network reaches from Scottsdale to Nogales. The station provides a 24-hour program stream of classical music on its main analog and digital channels, and provides *NPR 89.1's* programming on its digital HD-2 channel. *Classical 90.5's* audio is streamed online 24/7 at www.radio.azpm.org/classical.

Among the unique local programming offered by *Classical 90.5* are the broadcast twice-weekly *Community Concerts* series programs, showcasing student, faculty and guest artist performances recorded at UA's School of Music; the annual recital series and *Winter Chamber Music Festival* presented by the Arizona Friends of Chamber Music; and concerts by the Tucson Philharmonia Youth Orchestra, The St. Andrews Bach Society and others. *Classical 90.5* always offers a number of special holiday broadcasts of concerts recorded locally as well, such as The *Holiday Card to Tucson*, which includes a number of UA ensembles, along with concerts featuring the Tucson Boys and Girls Choruses, the Arizona Repertory Singers, and others. Top of the hour newscasts hosted AZPM's news team (including UA interns) are broadcast during the morning and evening hours, and at mid-day on *Classical 90.5*.

online & new media



FAST FACTS about Online & New Media

Selected Websites

Home: *AZPM.org* News: *News.AZPM.org* TV: *TV.AZPM.org*

NPR 89.1: Radio.AZPM.org/KUAZ
Classical 90.5: Radio.AZPM.org/Classical
On Demand: Ondemand.AZPM.org

Originals: Originals.AZPM.org

Education: Education.AZPM.org & az.pbslearningmedia.org

Audience

Monthly Average Page Views: 506,802¹ Monthly Average Unique Visitors: 306,026¹ *Preview* circulation (# on mailing list): 13,922

Social Media

Facebook: facebook.com/azpublicmedia

Twitter: @azpmnews & @azpm

Facebook Likes: 10,200 Twitter Followers:

@azpmnews: 10,700

@azpm: 747

Geography

Worldwide

1 1Q2016 Google Analytics

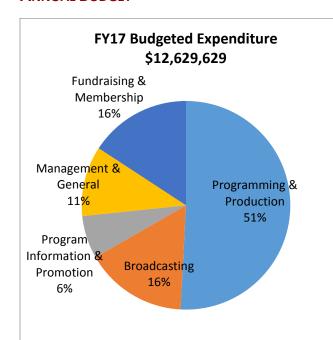
More about Online & New Media

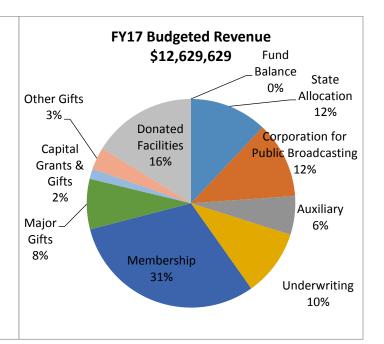
The Online & New Media division makes news content, video and audio segments of local and national productions, and other informational and educational resources available to a growing number of visitors to AZPM's websites. *News.AZPM.org* is a dedicated news portal, aggregating radio and television reports and features that cover Tucson and state-wide issues as well as AZPM original content created specifically for web visitors. *AZPM.org* makes full-length episodes of AZPM programs available for viewing online anytime and *PBS Passport* provides access to most of PBS's recently aired programming for viewing on demand.

AZPM.org's content underscores AZPM's dedication to lifelong learning. It provides specific resources designed to assist primary and secondary school teachers with curriculum enhancement and professional development. AZ PBS LearningMedia™, a national initiative and statewide collaboration with KAET8/Phoenix, which provides easy, instant access to tens of thousands of classroom-ready, digital resources. The robust digital library includes 30,000+ educational digital media resources, all aligned to Common Core Standards and provided at no cost to educators. AZPM also provides access to online professional development resources for educators through PBS TeacherLine.

In addition to making use of the promotional, informational and marketing opportunities afforded by social media, AZPM takes advantage of the economy of e-mail communication with its contributing members and major donors. Each week, AZPM e-mails to subscribers its *Preview* newsletter, which features timely information about AZPM's offerings during the upcoming week on television, radio and the web, along with information about AZPM events taking place in the community.

ANNUAL BUDGET





2017 Revenue Breakdown by Source							
Source	Percentage		Amount				
State Allocation (UA)*	12%	\$	1,518,724				
Donated Facilities (UA)	16%	\$	2,042,434				
Federal Allocation (via CPB)	12%	\$	1,498,129				
Membership (gifts to \$999.99)	31%	\$	3,884,063				
Major Gifts (gifts \$1,000+)	8%	\$	987,018				
Program Underwriting	10%	\$	1,304,719				
Other Gifts	3%	\$	437,842				
Auxiliary (Revenue from production services, etc.)	6%	\$	756,700				
Capital Grants & Gifts	2%	\$	200,000				
Used Fund Balance	0%	\$	0				
	100%	\$	12,629,629				

*The amount of the state allocation will decrease by \$400,000 each year until 2019. (FY16 + \$1,960,330; FY17 = \$1,560,330; FY18 = \$1,160,330; FY19 = \$760,330)

2017 Expense Breakdown by Source						
Source	Percentage		Amount			
Programming, Production, Promotion and Broadcasting	73%	\$	9,263,726			
Fundraising & Membership	16%	\$	1,994,159			
Management & General (CPB/FCC/UA Compliance)	11%	\$	1,371,744			
	100%	\$	12,629,629			

APPENDICES

APPENDIX I: HISTORY

For more than 90 years, the University of Arizona (UA) has been home to broadcast media designed to serve the community. From an experimental AM radio station started by UA students in the early 1920s to the multiple radio, television, and online assets – some of which could not have been envisioned even 20 years ago – UA, through AZPM and its precursors, continues to provide public media services that educate, inform and enhance the lives of Southern Arizonans. AZPM offers valuable hands-on learning opportunities for academic interns, journalism apprentices and student employees. Additionally, it provides much-needed expertise and technical support for various UA colleges and departments to communicate the importance of their work and how it impacts lives.

APPENDIX II: THE PUBLIC MEDIA FUNDING MODEL

State colleges and universities operated the earliest public broadcasting stations in the U.S. – which were limited to radio at that time – often as part of their cooperative extension services. Funding for station operations was generally provided internally with no reliance on listener contributions. Some stations also sold advertising, now illegal, as regulations for the operation of public stations had yet to be codified by the federal government. The notion of noncommercial educational stations first appeared in the 1940s, coinciding with the establishment of the FM band. The first U.S. public television station was the University of Houston's KUHT, which commenced broadcasting in 1953. AZPM's first public station was KUAT-TV, which signed on the air in 1959.

The current funding model for public media organizations was established by the Public Broadcasting Act of 1967. As part of the Act, Congress created the Corporation for Public Broadcasting (CPB). CPB is not a government agency, but promotes public telecommunications services for the American people. Congress funds CPB, which in turn invests in more than 1,000 local radio and television stations that reach virtually every household in the country.

Stations apply for CPB funding on an annual basis and, if they qualify, are granted funds to be used over a two-year period. Stations are awarded funds based on their service to the community and their ability to generate their own non-federal financial support. In other words, CPB rewards stations with increased funding based on local fundraising capabilities. Therefore, all local, non-federal support dollars are leveraged to generate more funding from CPB. Typically the largest single source of public media funding is individual donor support – dollars contributed by listeners, viewers and users of online services.

APPENDIX III: PUBLIC MEDIA ORGANIZATIONS IN ARIZONA

Public Media Organizations in Arizona									
Institution	Uni	versity of Arizona	Arizona State University		Maricopa Community College		Northern Arizona University		
Market	Tucson		F	Phoenix		Phoenix		Flagstaff	
TV	KUAT 6.1 KUAT 6.2 KUAT 6.3 KUAS 27.1 KUAS 27.2 KUAS 27.3 Cox 116	PBS V-me ReadyTV PBS PBS Kids WORLD UA Channel	KAET 8.1 KAET 8.2 KAET 8.3	PBS EIGHT Life EIGHT World					
Radio Online	Comcast 76 KUAT-FM KUAZ-AM KUAZ-FM azpm.org	UA Channel Classical 90.5 NPR 89.1 NPR 89.1 radio.azpm.org/classical	azpbs.org	eight.org	KBAQ-FM KJZZ-FM kjzz.org	Classical 89.5 NPR 91.5 kbaq.org	KPUB-FM KNAU-FM knau.org	Classical 88.7 NPR 91.7	
Online	azpm.org tv.azpm.org	radio.azpm.org/classical radio.azpm.org/kuaz	azpbs.org	eight.org	kjzz.org	kbaq.org	knau.org		

APPENDIX IV: AZPM'S CAPITAL INVESTMENT NEEDS

Unlike many other units at the UA, AZPM operates in a highly competitive and a high-tech environment, requiring continuous investment in technology. In the days of analog broadcasting, technology had a much longer lifespan and, with proper care and maintenance, equipment could last well beyond the manufacturers' supported lifespan. As an example, AZPM's Grass Valley video switcher, which was retired in 2010, was used over the course of 27 years, whereas the digital switcher that replaced it has an expected lifespan of just 10-12 years maximum. The new switcher, like much of today's digital infrastructure, relies on computer hardware and software components that have a much shorter useful lifetime. Regardless of how well the equipment is maintained it will be unserviceable in just a few years. In 2006 and 2007, AZPM reserved approximately \$100K per year for capital equipment. Today, AZPM budgets upwards of 5% of revenue annually on capital refresh. In FY2016 AZPM spent less on capital purchases than in previous years because it was expending its capital dollars conservatively in anticipation of making major FY2017 investments in the renovation of its outdated radio studios and television master control operations center, and replacement of its television broadcast automation equipment and offline storage servers that are now at or beyond end of life.

FY2017 = 1,059,595 FY2018 = 692,811 FY2019 = 727,350 FY2020 = 941,000 FY2021 = 1,084,700

In the past, federal grants were available to support the technological infrastructure of public media organizations through the National Telecommunications Information Agency (NTIA) and its Public Telecommunications Facilities Program (PTFP) program. Since being phased out of the federal budget several years ago, public media organizations have relied on local capital fundraising efforts to support ongoing capital equipment refresh programs.

AZPM's investment of nearly \$10 million in technological upgrades over the past decade has enabled it to provide reliable high-quality programs and signals to audiences while at the same time taking advantage of operational cost savings available with new technologies.