

## 2022-27 STRATEGIC PLAN

### **MISSION**

*Arizona Public Media (AZPM) is committed to being a trusted source of content and educational services that foster an informed, active citizenry, civil and thoughtful conversation, and community collaboration.*

### **VISION**

*AZPM envisions a community in which ideas abound, knowledge is sought, learning never ends, and where innovative, adaptive audiences help solve community challenges to enrich life and expand human potential.*

### **VALUES**

#### **Respect**

*We value honesty, integrity, inclusivity, compassion, and civility. We encourage the open exchange of knowledge and ideas and strive to maintain a respectful and safe environment that supports diversity of opinion.*

#### **Trust**

*We are committed to earning trust through adherence to professional standards, and by building and sustaining equitable, mutually beneficial internal and external relationships.*

#### **Service**

*We are committed to using our creative, technical, financial, and human capital to deliver exceptional, high-quality, resilient services to diverse audiences in Southern Arizona and beyond.*

#### **Accountability**

*We embrace our responsibility to be professional, equitable, and transparent to the extent possible in our interactions with each other and the community.*

#### **Initiative**

*We strive to be agile, encouraging internal professional growth and innovation for the benefit of the community.*

## **Overall Strategic Direction**

**AZPM will achieve its mission through focused efforts in five key areas:**

- ***Audience Development***
- ***Community Engagement***
- ***Financial Sustainability***
- ***Organizational Advancement***
- ***Technology & Innovation***

## ARIZONA PUBLIC MEDIA 2022-2027 STRATEGIC PLAN

### Audience Development

While the success of public media stations can be calculated in many ways, viewer and listener consumption is the most measurable and arguably the most important. *PBS 6* is among the most-watched public television stations (per capita) in the country and *NPR 89.1* is one of the top-performing stations in Southern Arizona. Moreover, viewer and listener support flows directly, albeit imprecisely, from audience size. Competition for listeners and viewers is intense in Southern Arizona and has become more so for viewers as historical cable and satellite customers "cut the cord" in favor of streaming services, providing their own mix of programs. Competition will further be heightened by the arrival of NextGen TV and the multitude of choices it will provide in the coming years. Historically, public media was the only alternative to traditional commercial media but is now only one among many alternative program choices. Further, the demographics of Southern Arizona are changing, and audiences are increasingly composed of viewers and listeners whose demographic characteristics differ from those of traditional public media consumers. AZPM has demonstrated the positive impact a successful and consistent original content production lineup can have, both in terms of industry prestige and revenue.

Therefore, the need for program diversification is equally evident, as reliance on a single production, or series, poses an inherent threat to the organization. While the development of new production projects requires substantial investments of time and resources and considerable risk, the potential benefits of service to the community and revenue are numerous. Original production projects increase the potential for future projects, enhance our competitive position in the market, create opportunities for new revenue, and facilitate the development of staff and resources available to AZPM in the future.

#### Strategic Issue: Audience Development

1. Maintain and Increase Television Audiences
2. Maintain and Increase Radio Audiences
3. Develop Digital Audiences

#### Strategic Issue: Original Content Production

1. Increase Quality and Quantity of AZPM Original Productions
2. Increase Quality and Quantity of AZPM Radio News & Public Affairs Productions
3. Increase Quality and Quantity of AZPM Original Digital Productions

## Community Engagement

AZPM brings diverse people and ideas together to create meaningful conversations, collaborations, and connections that help build a stronger, more educated, and informed community. As a viewer and listener supported media entity, audience engagement is at the core of AZPM's existence. Engagement is more than community events; it takes place across the organization. It is a function of the local journalism that reflects Southern Arizona, activities that promote community dialogue, resources that connect people to ideas, and partnerships that enrich the region.

Because AZPM offers content that crosses all demographics, outreach and engagement efforts will continuously connect with diverse communities. AZPM will use community engagement to understand the nuances and details of what serves the needs and interests of the diverse communities of Southern Arizona. AZPM's management and journalists use this knowledge to better serve the public and produce meaningful community services that have measurable impact and through our journalism, helps people to make informed decisions.

### **Strategic Issue: Brand**

1. Increase Awareness of AZPM Brand
2. Increase Awareness of AZPM Programs and Services

### **Strategic Issue: AZPM Events**

1. Expand Participation
2. Utilization of New Building
3. Community Partnerships
4. Communication/Relationship Building with Event Attendees

### **Strategic Issue: Outreach**

1. Educational
2. Community Issues
3. Audience Engagement
4. New Facility Planning

### **Strategic Issue: Research**

1. Broadcast
2. Digital
3. Donor

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## Financial Sustainability

Throughout its existence, Arizona Public Media (AZPM) and its precursors have operated with the highest degree of fiscal responsibility, ever cognizant of the fiduciary responsibility it holds as a public trust to balance the budget. However, public media operations are often subjected to economic forces which exceed national inflation averages, particularly in the areas of programming and equipment costs. Due to the multitude of cable, satellite, and streaming services now available, competition for programming and talent has increased. AZPM carefully monitors operating costs while consistently providing the highest quality news, public affairs, entertainment, and educational programming and services to audiences in Southern Arizona and beyond.

Central to AZPM's strategic plan is the ability to generate sustainable revenue sufficient to meet its operational and strategic financial goals. Beyond operating legacy media outlets and investing in emerging distribution technologies, AZPM is the producer of original local content of critical importance to the communities it serves. Benefiting from the generosity of contributors and multiple funding sources, AZPM's objective is to generate revenue which will allow it to maintain the highest level of local service while expanding its original production capacity. To support these activities, current revenue sources must be maintained and enhanced, and new, sustainable revenue opportunities must be identified and developed.

### **Strategic Issue: Expense Control**

1. Continuously Optimize Operating Expenses

### **Strategic Issue: Increase Net Operating Revenue**

1. Corporate Support (Underwriting)
2. Major Gifts Revenue and Planned Estate Gifts Commitments
3. Membership Revenue
4. Fee-for-Service Production Revenue
5. Leasing (Facility/Spectrum)

### **Strategic Issue: Capital Projects Funding**

1. Secure New Facility Construction Funding
2. Secure NextGen TV Transition Funding
3. Build Program Trust Fund
4. Develop Technology Trust Fund

## ARIZONA PUBLIC MEDIA 2022-2027 STRATEGIC PLAN

### Organizational Advancement

Arizona Public Media (AZPM) is an editorially independent, not-for-profit media organization provided as a community service of the University of Arizona. AZPM is a unique resource that furthers the University's land-grant and educational mission and exemplifies the goals and objectives of public media. AZPM is committed to diversity, equity, and inclusion in all aspects of its operation. AZPM will develop and implement strategies designed to attract and retain a skilled, flexible, and resilient workforce, volunteer corps, and advisory board dedicated to the mission and values of AZPM and the University of Arizona.

In addition, as part of a large educational institution, many of AZPM's operating policies and regulations are governed by the Arizona Board of Regents and the University. Additionally, AZPM and its public service stations must comply with parameters set by the Federal Communications Commission, the Corporation for Public Broadcasting, the Public Broadcasting Service, and National Public Radio.

#### **Strategic Issue: Diversity, Equity & Inclusion**

1. Increase Diversity of Applicants for All Open Positions
2. Increase Staff Awareness and Appreciation of Diversity, Equity, and Inclusion (DEI)

#### **Strategic Issue: Recruiting, Retention, and Employee Development**

1. Recruit and Retain a Staff that Reflects AZPM's Shared Values
2. Increase Opportunities for Staff Advancement
3. Reflect Area Demographics in Staff Composition Where Possible

#### **Strategic Issue: Community Advisory Board**

1. Reflect Area Demographics in CAB Composition
2. Engage Communities Outside of the Tucson Metro Area
3. Communicate Work of CAB to Community

## Technology & Innovation

Arizona Public Media (AZPM) will work to maintain and expand, where possible, radio and television broadcast delivery. The organization will embrace local program production standards consistent with the high level of PBS and NPR national content currently broadcast. It is AZPM's objective to maintain a leadership position in the PBS and NPR ecosystems, utilizing new technologies to enhance and deepen service to the community and advance the goal of competing both locally and nationally in the areas of original local production and community service. Significant efforts and investment will take place during the term of this strategic plan, one of which is to relocate AZPM from its current location in the basement and sub-basement of the Modern Languages Building on the campus of the University of Arizona to a new future-focused facility. The new facility will be designed specifically to support AZPM's future broadcast operations, emerging distribution technologies, and, of course, the University of Arizona's land grant community service objectives.

### Strategic Issue: Broadcast Signal Distribution

1. Increase Quality, Resilience, and Reach
  - a. Radio
  - b. Television
  - c. Digital

### Strategic Issue: Content Production Support

1. Increase Technical Quality and Quantity of AZPM Original Productions
  - a. Radio
  - b. Television
  - c. Digital Content

### Strategic Issue: New Facility Planning

1. Plan New Facility with University of Arizona
2. Community Input
3. Future Readiness

### Strategic Issue: Emerging Technology

1. NextGen TV Implementation Timeline
2. Migrate to an Internet Protocol-Based Facility