

FY26 STRATEGIC PLAN



People & Culture

We create and sustain a positive, high-performing, inspiring, and inclusive culture that prioritizes the well-being and belonging of every member of our team.



Community, Relationships & Stakeholders

We convene and listen to our community and strengthen relationships with trusted partners in our region and beyond.

Strategic Priorities That Align to Drive Us Forward

Financial Strength & Sustainability

We are a valuable community institution worthy of investment and will be well-resourced with strong reserves to sustain growth and address challenges.



Platforms, Content & Relevance

We use key platforms to strengthen our region and expand audiences. Through engaging and educational content and experiences we remain relevant in the ever-changing media landscape.



Nine PBS FY26 Strategic Metrics

Priorities

Increase revenue
by **\$1.8M**

Grow number of
donors by **3%**

Grow
audience across
all platforms

Critical Drivers to Success

- **90%** staff satisfaction rate
- Average **49,000** active donors
- **2,500** new emails captured
- **2,000** email-to-donor conversions
- **330** local content pieces produced
- **78M** video views*
- Average **85%** community and partner trust rating
- **800K** PBS LearningMedia local impressions
- **600K** PBS Kids Livestream users
- Average **5%** engagement rate**
- **82%** Donor Retention Rate

* Broadcast and digital

** Digital platforms



Revenue Outcomes

- **\$9.25M** Individual Giving*
- **\$1.693M** Impact
- **\$10M** Capital Campaign
- **\$500K** underwriting
- **\$100K** event sponsorship
- **\$1M** in operating reserves
- **\$1.15M** investment earnings

* Includes car and real estate donations

Nine PBS FY26 Strategic Objectives



People & Culture:

We create and sustain a positive, high-performing, inspiring, and inclusive culture that prioritizes the well-being and belonging of every member of our team

- **Objective #1** Improve/support staff and organizational impact
- **Objective #2** Improve team collaboration and efficiencies



Community, Relationships, & Stakeholders

We convene and listen to our community and strengthen relationships with trusted partners in our region and beyond.

- **Objective #1** Attract, connect with, and grow community audience
- **Objective #2** Engage community partners to inform and advance our work



Financial Strength & Stability

We are a valuable community institution worthy of investment and will be well-resourced with strong reserves to sustain growth and address challenges.

- **Objective #1** Increase revenue through membership, sponsorship, and donor engagement
- **Objective #2** Acquire new audience and nurture into members
- **Objective #3** Continue capital campaign fundraising and begin implementation of work across the organization



Platforms, Content & Relevance

We use key platforms to strengthen our region and expand audiences. Through engaging and educational content and experiences, we remain relevant in the ever-changing media landscape.

- **Objective #1** Grow new young content audience (25-44) across ALL platforms
- **Objective #2** Increase number of locally created content segments.

Our Core Purpose

Nine PBS magnifies and deepens understanding of our community to help our region flourish.

Our Values

Community

There is great joy in being an essential part of our community and this propels our work in the region and beyond.

Trust

Our community relies on us to act with integrity, to be transparent, and tell authentic stories.

Equity

For our community to thrive, everyone must thrive. We bring people together to amplify voices and work toward solutions that identify and eliminate barriers for all.

Learning

We believe in the transformative power of learning for everyone.

Nine's Just Cause

Every day, we inspire connection and action for the 2.8 million people in our region because it will take all of us together to transform St. Louis.

Nine's Only Statement

We are the only local, essential media institution that is driven by community needs, not commercial dollars.

ninepbs.org

