



# STRATEGIC PLAN

2021 – 2025





## OUR VISION

Vegas PBS will be a leading educational public media organization connecting and creating community through trusted quality content and experiences that engage, entertain, inform and inspire.

## OUR MISSION

Vegas PBS creates an informed and engaged community through high-tech, high-touch experiences that educate and empower individuals and organizations.

## OUR VALUES

Vegas PBS builds community through information, education services and unique experiences that create a sense of place, and civic and social capital.

## CORE VALUES

- Teamwork
- Diversity and Inclusion
- Integrity
- Excellence
- Service





## INTRODUCTION

**Vegas PBS** believes that a diverse workforce, management team, licensing body and Southern Nevada Public Television Board contribute greatly to our knowledge and understanding of the diverse communities in Southern Nevada and surrounding areas, and is essential to our ability to deliver content and services that will attract, grow, and engage audiences and help them achieve personal and civic goals.

The Vegas PBS mission is to create an informed and engaged community through high-tech, high-touch experiences that educate and empower individuals and organizations. Vegas PBS does this by providing quality programming and educational services.

The goals, strategies and tactics outlined for the fiscal years **2021-2025 Strategic Plan** are based on the areas of focus: Programming, Marketing/Communications, Education, Technology, People, Fund Development, and the Southern Nevada Public Television (SNPT) Board, which collectively allow Vegas PBS to deliver on its mission.







**OUTDOOR  
NEVADA®**



# PROGRAMMING AND MARKETING/COMMUNICATIONS

In 2019-2020, Vegas PBS was ranked among the top five most-watched PBS stations in the country, while our Create and VEGAS PBS KIDS channels were ranked number one. We received 40 awards including ten Emmys and produced over 400 hours of locally created content. In order to further the mission of Vegas PBS, we have determined the following priorities:

## PROGRAMMING

- **Expand acquisition opportunities**
- **Increase access to content through multimedia platforms**
- **Increase the number of local program productions**
- **Increase community engagement with content**

## MARKETING AND COMMUNICATIONS

- **Expand station advertising, promotion and branding opportunities**
- **Expand a data driven approach to measure media consumption by users across platforms and adopt emerging communication tools**
- **Strengthen communications with key station organizational stakeholders**
- **Attract and retain new audiences through community engagement and legislative outreach**





## EDUCATION

In our offerings of educational content, Vegas PBS provided over 800 educational workshops and served 150,000+ children, parents and caregivers through our Ready To Learn services. In addition, 23,000 media resources were loaned from our Special Needs Resource Library and 800,000 plus educational media streams occurred. We have determined the following priorities:

- **Export station developed educational resources to all Nevada school districts, through partnerships with the Nevada Department of Education (NVDOE) and community partners**
- **Support the improvement of learning outcomes for young children in alignment with the CCSD Board of School Trustees, CCSD Superintendent's Strategic plan, Southern Nevada municipalities, nonprofit partners, libraries and Southern Nevada districts through Ready To Learn outreach**
- **Increase enrollments in professional development opportunities**
- **Expand online Career & Tech programs for K-12 schools**









## TECHNOLOGY

Technology is an integral part of Vegas PBS station operations. It is paramount in the creation of a ubiquitous media delivery medium consisting of over-the-air, internet/web, and mobile application-based (three screens philosophy) programming and content to an increasing number of loyal viewers. The diversity of our viewers is as contrasting as our coverage area, which includes metropolitan, suburban, and rural communities, all which have varied access to the internet from one extreme to another. In rural areas, lower rates of broadband access than the national average exists making use of the internet a challenge for these communities. In order to serve a diverse community in this rapidly changing media environment, it is essential to continually explore how to leverage new technology to serve these communities as well as maintain the current systems, hardware and software, and upgrade equipment as new technologies such as ATSC 3.0 and NextGen TV emerge.

Vegas PBS serves the Southern Nevada community not only through media, but the station also is designed and designated as the backup Emergency Operations Center (EOC) for the Clark County School District and maintains wired and wireless connections to other EOCs, media providers, schools, hospitals and first responders. Furthermore, Vegas PBS is also the hub of emergency services datacasting providing CCSD Police Department real time alerts, messaging, and streaming video to first responders. This system was made available statewide in the middle of 2020.

In order to continue serving the public and our partners in emergency response, it takes a talented and well-trained team as well as an adequately resourced facility. Currently, much of our technology is beyond, at, or approaching end of life status. Replacing these systems is estimated to cost \$9 million dollars and will require substantial fundraising and envisions the use of leasing arrangements to preserve capital and to insure timely upgrade/replacement of technology systems. We have determined the following priorities accompanied with a philosophy of replacement, upgrade, and update with technology and gear that has agility and expandability of use in mind:



- Invest \$9M to upgrade station equipment for ATSC 3.0 NextGen-TV
- Train staff on ATSC 3.0, NextGen TV, and new IP based video standards
- Improve routine maintenance of station equipment and technologies
- Explore revenue producing spectrum opportunities
- Ensure timely replacement of end-of-life and aging equipment







## PEOPLE

Vegas PBS is licensed to the individuals elected as School Trustees of the Clark County School District (CCSD) who additionally agree to serve as public television licensees subject to the rules of the Federal Communications Commission.

The staff of Vegas PBS reflect a variety of cultural and ethnic backgrounds, personal experiences and characteristics, and talents that reasonably reflect the diverse needs and interests of the communities we serve.

Vegas PBS is an organization that inspires a culture of teamwork, integrity, inclusion, excellence and service. In order to serve the people who move this organization forward, we have determined the following priorities:

- **Standardize and document operational procedures for enhanced performance**
- **Evaluate workforce structure to meet the demands of changing technology and consumer trends**
- **Strengthen workplace culture**
- **Attract, develop and retain talent for growth and sustainability**
- **Develop regular Diversity and Inclusion (D&I) activities**



# When to Weigh Ingredients







## **STRENGTHEN AND DIVERSIFY FUNDING DEVELOPMENT**

Vegas PBS counts on its members and supporters. Most of our funding comes from our members, donors, corporate clients and private foundations. They are our advocates and help to spread the word about our programs and services. If we want our organization to be sustainable and thrive, we need to work to grow our tribe of supporters and advocates.

In order to build our list of supporters, we have determined the following priorities:

- **Grow and diversify funding opportunities**
- **Build procedural models to streamline workflow and maximize revenue**
- **Build a culture of fundraising and entrepreneurship with staff, leadership and boards**
- **Increase member base and revenue**
- **Increase number of major donors**
- **Increase corporate sponsorship revenue**
- **Secure grant funding via systematic strategic priority process**
- **Increase in local, state and federal funding**
- **People**









# SOUTHERN NEVADA PUBLIC TELEVISION (SNPT)

Formerly ‘Friends of Channel 10,’ Southern Nevada Public Television (SNPT) was founded in 1971 by a group of community volunteers led by Charlotte Hill, a founding board member. That year followed the birth of PBS as a national program service. The annual PBS programming dues were determined by CCSD to be outside their educational mission, so CCSD authorized creation of a 501(c)3 nonprofit organization to assume a major fundraising role for public television.

Today, the objectives of the SNPT board are to secure financial and legislative support. Its past successes include the annual wine tasting event, establishment of an endowment built from testimonial gifts, assistance with the capital campaign for the federally mandated conversion to digital transmission and production and the new Vegas PBS Educational Technology Campus, securing increased state legislative support for programming and emergency communications.

SNPT functions with activity-based councils staffed by dedicated Vegas PBS volunteers & supporters:

- Planned Giving Council
- Fundraising and Event Committee (formerly Community Council)
- Legislative Relations Committee

To ensure that Vegas PBS is able to achieve its mission, we have determined the following priorities:

- **Increase board participation in fundraising toward the station’s strategic objectives and initiatives**
- **Ensure board members contribute at the levels defined by the board**
- **Ensure member participation in committees to support the objectives of the board to secure financial and legislative support**
- **Ensure board inclusivity and diversity that is reflective of our community, viewers and members**



## Broadcast Channels



10.1 Broadcast, 10 & 1010 HD Cox Cable,  
10 DirecTV, 10 & 1010 HD Prism, 10 DISH,  
YouTube TV, and streaming online 24/7



10.2 Broadcast, 112 Cox Cable,  
12 Prism



10.3 Broadcast,  
113 Cox Cable, 11 Prism,  
YouTube TV and  
streaming online 24/7

## Noncommercial Educational Cable Channels



110 Cox Cable



111 Cox Cable



114 Cox Cable, 2183 HD DirecTV

## Watch Anytime, Anywhere



**PBS  
VIDEO  
APP**



**Vegas PBS | Passport**

24/7 livestream of Vegas PBS online at [vegaspbs.org](http://vegaspbs.org)

**PBS Video App** allows streaming of 4000+ PBS and local shows on-demand on your favorite device.

Access an extended library with **Vegas PBS Passport**.





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