Vegas PBS
Community Impact Plan
Fiscal Years 2015 - 2018
Toward A Sustainable Future

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As Vegas PBS approaches its golden anniversary in March 2018, the Southern Nevada Public Television Board of Directors has adopted this document as an outline of how Vegas PBS will expand and sustain its role as Southern Nevada’s oldest public service media organization.

This Community Impact Plan embraces five strategic characteristics critical to our identity and future: quality programs and services; community empowerment; brand consistency; the people essential to our endeavor; and financial sustainability. To add context, it includes highlights from the three previous strategic plans developed over the past two decades.

In reading this document, you’ll recognize some familiar priorities:

- The creation and growth of educational content, services and online training for all age groups, from early childhood to seniors.
- A focus on partnerships that extend our effectiveness and services to help organizations better serve clients and community.
- The pursuit of diversified funding streams to maintain sustainability.
- An emphasis on emerging technologies to maintain our relevance and grow the number of individuals and communities we serve.

Vegas PBS has a broad range of important programs, resources and activities in place, focused on three impact areas: arts, education and sense of place. This plan seeks to embrace the future. The Southern Nevada Public Television Board will use this plan to provide a clear sense of our direction as we approach our 50th anniversary and the exciting next half-century that follows.
Known only as “KLVX-TV Channel 10” at its inception, Vegas PBS is located in the world-renowned entertainment destination of Las Vegas, Nevada.

The Federal Communications Commission license to operate Channel 10 in the community interest as a noncommercial, educational television station was granted to the trustees of the Clark County School District in 1966. Individual CCSD trustees have since served as the FCC approved licensees of Vegas PBS, setting broad programming policy, and approving its annual budget.

When KLVX began broadcasting as “educational television” in March 1968, two-thirds of the broadcast day was devoted to live for-credit classes produced by professional and vocational education students. At that time, all KLVX operating costs were assumed by the school district. The percentage of such funding gradually decreased over the years as community support grew, until 1999, when CCSD ended its financial support for capital, programming and operations expenses related to public television.

Today, Vegas PBS offers a much more diverse set of programs and resources than it did back in 1968, and receives reimbursements from CCSD only for educational media services provided directly to classrooms, used by teachers, or that communicate with the public.

As we close in on our first half-century, Vegas PBS offers formal and informal education for students and non-students alike, through an array of digital technologies, accessible anywhere and anytime.

As a result of partnerships with nonprofit and governmental agencies, one-third of all adults in our community will benefit from online basic skills, high school diploma programs, or professional education and job certification courses offered through Vegas PBS during the course of this strategic plan.

Almost 100% of children will watch television programs, view classroom media, or use Internet or mobile interactive educational apps. Finally, our traditional PBS programs will be viewed on an ever-increasing array of devices.

Ensuring that Vegas PBS can effectively serve the educational, information and artistic needs of our community through inventive and resourceful application of new technologies is the focus of this strategic plan.
SNPT Brings Diverse Support and Services

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 also marked 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 the SNPT board obtained 501(c)(3) nonprofit status and assumed a major fundraising role for public television.

Today, the SNPT board mission is to secure financial, marketing, legislative and volunteer support for Vegas PBS. Its successes include annual gifts of more than $4 million, the capital campaign for the federally mandated conversion to digital transmission and production, and leadership of the successful capital campaign for the Vegas PBS Educational Technology Campus.

SNPT functions with numerous mission-based councils staffed by dedicated Vegas PBS volunteers and supporters:

**COMMUNITY COUNCIL**
oversees Vegas PBS volunteers to support activities and special events. It annually recruits and trains more than 1,000 volunteers who provide an array of services and support, such as ticket sales, special event staffing, and host duties at social events.

**GOVERNMENT AFFAIRS COUNCIL**
assists Vegas PBS with state and federal legislative relations. Its members plan legislative strategies, guide outreach activities and provide critical information on relevant regulatory and funding issues. Their emphasis is on communications and relationships rather than advocacy or lobbying.

**DESERT MEADOWS AREA HEALTH EDUCATION COUNCIL**
embarks on its initial year with funding and staffing through a federal sub-grant from the University of Nevada, Reno School of Medicine. It will provide continuing education programs for health care professionals at all levels and offer career awareness information to high school students.

**PLANNED GIVING COUNCIL**
focuses on helping Vegas PBS secure legacy gifts to ensure the continuation of station services for generations to come. The Council provides frequent seminars open to the public on a variety of estate planning topics, and provides free and discounted services to those who may include Vegas PBS in their estate plans. The Council also helps provide programs and messages to encourage financial planning.
Mission, Vision, Purpose and Values

Our vision
Vegas PBS will be known as the leading information resource, online education provider, and preferred partner for local media content creation and distribution.

Our mission
Vegas PBS uses television and other technologies to educate and empower individuals and to extend and amplify the effectiveness of community organizations.

Our purpose
We exist to provide trusted content that is uniquely different - treating people as contributing members of our community.

Our values

EXCELLENCE
We are committed to achieving a high level of quality, productivity and service.

INTEGRITY
We strive to earn the trust of those we serve by operating ethically and transparently.

STEWARDSHIP
We honor and safeguard the precious resources and relationships with which we have been entrusted.

INNOVATION
We encourage and embrace creativity, resourcefulness and change.

INCLUSION
We believe diverse voices, engagement and participation are essential to building and sustaining excellent public service media content and related community services.

COLLABORATION
We encourage and celebrate teamwork, pooling of knowledge and resources, open communication and trust.
Community Impact Plan
Fiscal 2015 - 2018

Strategic priorities

Vegas PBS identifies these goals as the foundation of our Community Impact Plan. They will be attained by a dedicated team of employees and volunteers, with the support from the communities we serve, and with the efforts and endorsement of the Southern Nevada Public Television board of directors.

1. Deliver **high-quality content** through the use of contemporary and emerging technologies.

2. Expand our capacity to **empower individuals and communities** through focused, long-term partnerships.

3. Create, refine and promote programs and services **consistent with our brand**.

4. Focus on **employee skills and community results** necessary to drive excellence and innovation.

5. Pursue **recurring funding streams** that will ensure the sustainability of high quality programs and services.
Deliver Quality, Accessible Content

Priority 1

- Deliver high-quality content through the use of emerging and contemporary technologies.

The digital era has led to fundamental changes in how news and information are accessed. Print media are in decline, traditional television viewing habits have changed, and news-based websites have not yet proven sustainable, leading to reductions in newspaper, radio and television reporting. Objectivity and in-depth reporting have been adversely affected by FCC changes allowing for more concentrated media ownership.

This information challenge extends to arts and cultural issues. Venues in the Las Vegas resort corridor, downtown and in our suburbs offer an array of the world's greatest arts and performances. Vegas PBS will pursue the unique collaborative opportunities its community offers to the performing and visual arts.

Vegas PBS will meet these challenges by aggressively seeking and giving voice to appropriate local content and providers, with an emphasis on a diversity of viewpoints and with the goal of offering local viewers unique experiences.

Additionally, the rapid growth of our desert community has resulted in newcomers without a true sense of place. Vegas PBS will create historical and recreational programs that will build a feeling of connectedness and community.

Key strategies:

- Create national-caliber programming, innovative educational experiences, and diverse content.
- Expand outreach services to improve outcomes for special-needs populations.
- Increase the number of programs and services that are device-intuitive.
- Strengthen our ability to deliver content across multiple media platforms.
- Transition equipment and workflow to the new national Public Television Interconnection System for video, multi-platform content, cloud computing solutions for media and entertainment applications, hardware and software.
Educate and Empower Our Community

Priority 2

- Expand our capacity to empower individuals and communities through focused, long-term partnerships.

We will continue and build on the strategy of partnerships and collaborations that have accelerated our progress, increased our impact, enabled us to grow new educational programs and reach additional audiences. We will nurture existing partnerships and seek new and mutually beneficial alliances.

While we remain focused on our educational mission, it is no longer limited to the medium of television. As such, we will continue to use new technologies to meet evolving consumer viewing patterns and expectations. We have created content to educate and inform a broad range of our community, from small children to retirees. As new technology emerges, we will employ it to better serve these audiences.

Key strategies:

- Retain and expand partnerships with institutions, local content experts and research-based organizations with compatible goals to create content.
- Grow awareness of, participation in, and support for outreach programs.
- Improve services to rural communities.
- Ensure the composition of our boards and councils is reflective of the community we serve.
A Trusted Window to the World

VegasPBS.org
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Las Vegas, NV 89121
(702) 799-1010

America’s Largest Classroom

VegasPBS.org
3050 E. Flamingo Rd.
Las Vegas, NV 89121
(702) 799-1010

The Nation’s Largest Stage

VegasPBS.org
3050 E. Flamingo Rd.
Las Vegas, NV 89121
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Maintain Brand Consistency

Priority 3

- Create, refine and promote programs and services consistent with our brand.

Early in its history, Vegas PBS was known simply as KLVX-TV Channel 10, reflecting a time in which it offered a single channel of over-the-air television programming. Things have changed.

Today, Vegas PBS operates six public channels, five school channels, seven websites, extensive video and on-demand services, an online adult education and workforce training service, and emergency communication services. All of these media fall under the Vegas PBS umbrella.

This Plan includes integrated marketing and public relations campaigns, as well as consistent messaging to reinforce perceptions of value among viewers, members, sponsors, community partners, and customers who benefit from our programs and services.

All messaging will be consistent with the established brand theme of Vegas PBS as “trusted, valued and essential.”

Key strategies:

- Refine identity so that “Vegas PBS” connotes a distinct image and personality.
- Align all programs, services, partnerships and products under the Vegas PBS umbrella.
- Seek opportunities to reinforce the Vegas PBS brand through engagement in public events.
- Implement a marketing campaign unifying the diverse range of services offered under the Vegas PBS brand.
- Bolster current marketing and public relations campaigns with story-telling that conveys the impact of our successes.
Invest In Our Most Important Resource

Priority 4

- Focus on employee skills and community results necessary to drive excellence and innovation.

Ours is a technology-intensive industry, serving changing demographics. To maintain relevance, we must invest in the development of staff skills. A team of inspired and motivated professionals is critical to the success of any organization.

In order to create the best workplace possible, Vegas PBS will focus on progressive management techniques, invest in training of core competencies and monitor progress.

Key strategies:

- Accelerate staff and organizational development through improved orientation processes and team-building experiences.
- Promote and expand training and online professional development opportunities.
- Expand volunteer opportunities and brand education to help meet capacity needs for community impact.
- Reward problem-solving and innovation.
- Celebrate individual, departmental, cross-departmental and board successes.
Pursue Sustainability

Priority 5

- Pursue recurring funding streams that will ensure the sustainability of high quality programs and services.

Vegas PBS depends on contributions, program sponsorships and course tuition from individuals, corporations, foundations, nonprofits, unions and trade associations. As a public service media company, we also seek vital direct and indirect support from federal, state and local governments.

Our promise is that Vegas PBS programs and services will exceed the expectations of our supporters.

As part of this Plan, we also will seek renewal of annual support through personal relationships, measurable outcomes and timely reporting. Partnerships will align with our arts, education and sense-of-place impact areas, and performance metrics will quantify the social impacts of public service media across all platforms.

Key strategies:

- Ensure sustainability through new, recurring and replicable funding streams.
- Increase membership to include and reflect viewership levels on all platforms.
- Build and maintain an effective group of volunteers.
- Grow revenues for workforce development by expanding program diversity, outreach and curriculum licensing agreements.
- Develop additional “fee-for-service” opportunities.
- Partner with organizations to increase and diversify private and public sector support for community outreach programs.
Trusted • Valued • Essential

Vegas PBS Educational Technology Campus – LEED Gold Certified
Previous Strategic Plans and Outcomes

Vegas PBS will attain the strategic goals described in the 2014-2018 Vegas PBS Community Impact Plan by building on past successes, lessons and experiences. In that context, here are summaries of the three previous strategic plans.

Community Engagement Plan: 2009-2014
Strategic goals included an examination of the use of new technology for program delivery and the formation of strategic partnerships with nonprofit organizations requiring digital media to advance their missions. Major accomplishments included creation of the Vegas PBS workforce and economic development program for online advanced learning and certification; expansion of educational media delivery to mobile devices; and the formation of community partnerships addressing school dropout rates, human trafficking, pre-teen girls’ health, Nevada women’s history, and online resources for the Southern Nevada Legal Aid Center.

Strategic goals included the funding of a new building, equipment and digital media services. Major accomplishments included construction of the Vegas PBS Educational Technology Campus; the addition of two educational-access cable channels and six digital educational broadband service channels; development of online Web-based services supporting education, and the creation of a nationally recognized digital emergency communications network.

Technology Services Initiative: 1995-1999
Strategic goals included the formation of agreements with educators and elected officials to enable the delivery of tech-based services to a growing community. A separate goal was to broaden the Vegas PBS base of philanthropic support. Major accomplishments included funding of the Educational Media Center – a full-service resource that supports teachers, students and schools – and creation of statewide distance education courses accessible via television, cable and satellite. As a result of these efforts, individual giving and corporate sponsorships grew substantially, and three separate weekly television programs were created and launched.