



Strategic Plan 2022-2025

EXECUTIVE SUMMARY

The sustainability of media organizations hinges on their ability to reach, engage, represent, and authentically connect with audiences on a personal level. The confluence of new technologies, new ways audiences are engaging with the content, and an ever-growing competition in the media space provides us, Kansas City PBS, Flatland, and 90.9 The Bridge, with a set of opportunities and challenges in expanding and strengthening the impact within the communities we serve. Doing that successfully requires a delicate balance of delivering on the mission of educating, entertaining, and inspiring the people of our community while maintaining the need for sustainability and revenue creation.

With a rich legacy of television service (Kansas City PBS), a thriving music radio station (90.9 The Bridge), a growing digital publishing and journalism service (Flatland), and ambitions to be an integral part of the cultural fabric of the community, Kansas City PBS has built the foundation it needs to seize the moment and strengthen its position as a beacon of the community - reflecting the audiences we serve and creating content and services that are a source for insight, imagination, and community building. Thus, we have embarked upon identifying the right growth opportunities to elevate and solidify our position as an authoritative leader in educating and enriching the Kansas City community.

A NOTE FROM THE PRESIDENT & CEO

It is my pleasure to share our new strategic plan that represents our commitment to educating, entertaining, and inspiring our community. Across all of our media platforms — four channels of public television (19.1, 19.2, Create and Kansas City PBS KIDS), public radio (90.9 The Bridge) and local journalism (flatlandkc.org) — we are now a unique organization with a legacy of service that remains dedicated to making an impact through content and dialogue focused on the triumphs and challenges of the Kansas City region. Our services remain free for all to enjoy, over the air, online, and mobile, thanks to the wonderful community of supporters that believes in the importance of trusted public media service.

The development of this Strategic Plan 2022-2025 was a rigorous, inclusive and transparent process. It took place over several months in late 2021 and early 2022 and involved the leadership, staff, board members, and other stakeholders. Our planning committee began with an examination of strengths and weaknesses and an in-depth analysis of challenges and opportunities in our environment. This work led us to articulate the strategic goals and develop a list of specific near-term initiatives that will enable us to accomplish our mission and realize our vision. Finally, we selected key performance indicators that will encourage learning, knowledge sharing, and collaboration and will assist us in discovering the best business strategies to achieve our goals.

I want to extend my appreciation to the Board, the Kansas City PBS, Flatland and 90.9 The Bridge planning team, and the senior leaders who have been instrumental in developing this Strategic Plan. The resulting document outlines our ambitious goals for the next three years and deep commitment to serving the Kansas City community to our fullest potential.

I invite you to stay engaged with us and help us shape the future of our community and the public media in our Kansas City.

Kliff Kuehl

Mission

Kansas City PBS, 90.9 The Bridge, & Flatland serve our diverse community as essential sources for independent journalism, multimedia storytelling, music discovery and education resources.

Vision

Improve lives and connect our community through the power of public media.

Values

- Trusted
- Valued
- Essential
- Engaging
- Diverse
- Quality
- Integrity

STRATEGIC GOALS

Our strategic goals are written with a results focus. We are committed to achieving these goals within the next three years. They are stated as such and have been put through a measurability test to confirm that they are specific, measurable, achievable, time-bound, and realistic.

I. OUR AUDIENCE REPRESENTS THE DIVERSITY OF THE COMMUNITIES WE SERVE

We believe that diversity of talent, in front of and behind the camera, as well as a diverse workforce, leadership team, Community Advisory Board, and Board of Directors are essential for our understanding of the region's diverse communities and for our ability to deliver content and services that will help us attract, grow and engage audiences that represent the makeup of our region. Our goal is that our audience sees themselves reflected in the stories we tell and that our staff, storytellers, boards, and volunteers are representative of the community. We are equally committed to uniquely serving niche underserved local audiences that depend on our services.

II. COMMUNITY RELIES ON KANSAS CITY PBS AND FLATLAND TO CONNECT NATIONAL ISSUES TO LOCAL CONVERSATIONS

Local media is facing an unprecedented level of competition from national providers as well as over the top (OTT) and streaming services. Audiences have more choices, and content providers have more options for distributing their work. Yet, we know that every national story starts as a local story and that our audience and creators care about local issues. We are committed to creating unique local content and providing insight on global and national trends through the Kansas City lens. We will do this by having an audience-first focus in all content creation and growing the volume of impactful local storytelling we produce and distribute.

III. OUR AUDIENCES ARE POWER USERS

We are committed to an audience-first approach and increased use of business intelligence to make better-informed decisions and deepen our relationship with our users. Our goal is to have a highly engaged audience and expand our user base across all platforms. To do this, we will grow and nurture our audience, turning them into power users - community residents who consider the content and services we provide an essential part of their daily routine. Not only will this create deeper relationships with our community, but it will compel our audience to support us financially.

IV. LOCAL CONTENT CREATION GENERATES REVENUE

While we compete for audience share in a saturated and fragmented media environment, we know that the stories we tell are not only what make us unique—but also relevant. As the public media landscape continues to evolve, traditional services and delivery will no longer meet the needs of our audiences as they turn to over-the-top services for national programming. To that end, we will focus on areas where we can provide unique value, creating local content that the people of Kansas City want. We believe this is the largest opportunity to find sustainable revenue streams to continue to support our mission. In addition, we recognize the opportunity to further cultivate and leverage community partnerships with local organizations and foundations to increase revenue and audiences and will incorporate data-driven decision-making to inform our funding practices.

V. WE ARE AN INTEGRAL PART OF COMMUNITY FABRIC

For more than 60 years, we have worked to create community trust and, as a result, have deep roots and connections within the community. We remain committed to creating enriching content and services that the people of the Kansas City region cannot get anywhere else. Our goal is that the community relies on us for news, journalism, entertainment, and education and that funders and local leaders recognize us as a source of local information and a leader in content creation. We see an opportunity in deepening those relationships and will do that by growing the volume, relevance, and quality of local content and storytelling, as well as increasing our presence in the community and strengthening our relationships with local organizations.

KEY PERFORMANCE INDICATORS

In addition to the above strategic goals, we have developed a number of key performance indicators (KPIs) for select goals that will enable us to track our progress in reaching them. These KPIs will also help us accomplish relevant business process objectives and strategic initiatives. The results and the progress we are making will be monitored regularly as a part of our strategic management process consistent with our commitment to data-driven decision-making.

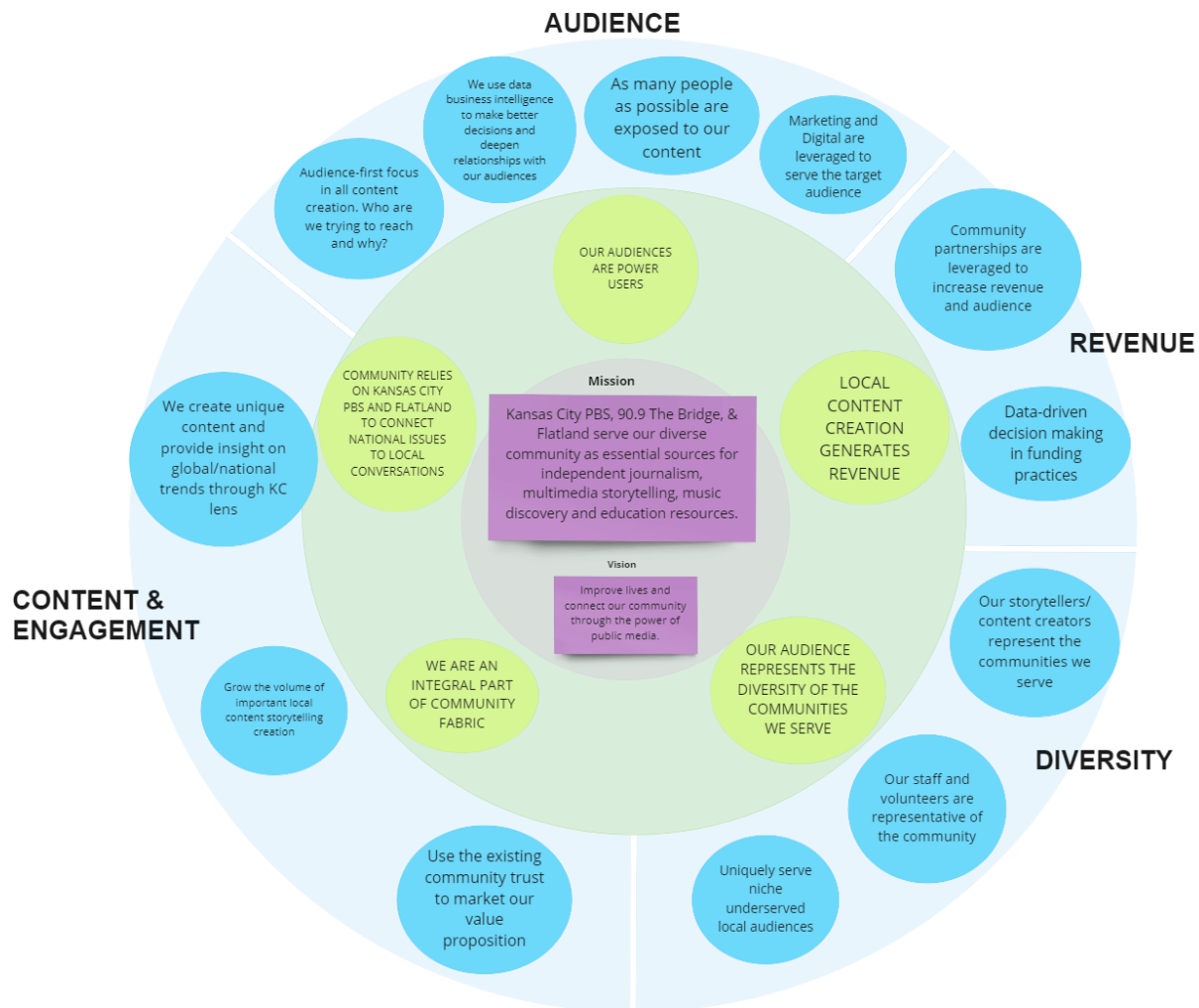
KEY STRATEGIC INITIATIVES

Our strategic initiatives are carefully managed projects that will help us build the bridge between where our current performance level is and where we want it to be. Each of these initiatives ties to one or several of our strategic goals. Due to the tactical and operational nature of these initiatives and their short timespan, we are not listing all of them in this document. However, as an illustration, some examples include engagement events, a renovated building, ATSC 3.0 NEXTGEN TV, the Kansas City Media Collective, etc

STRATEGY MAP

The Kansas City PBS, Flatland and 90.9 The Bridge Strategy Map is a visual representation of the organizational strategy - showing a single, holistic story of our plan. It connects the strategic goals by telling the cause and effect story of our strategy

Results Map for Kansas City Public Media



Business Process Goals

1- 2 years

Strategic Goals

3 - 5 years

Mission and Vision

10 - 20 years

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