



Uniting & Uplifting Georgia
A Roadmap to 2030

Georgia Public Broadcasting
Strategic Plan 2025-2030



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A word from President & CEO Bert Wesley Huffman

Dear Friends,

The year 2025 marks the 65th anniversary of Georgia Public Broadcasting's (GPB) remarkable history, which began in Athens in 1960, when public television station WGTV – known as Georgia Educational Television – launched at the University of Georgia.

This year also marks a full-circle moment and crucial milestone for GPB, as we launch our 2025–2030 Strategic Plan, shepherded by the Carl Vinson Institute of Government at the University of Georgia.

Today, GPB stands as the third largest PBS Station in the country by reach. We are also uniquely positioned as the only statewide media company serving the entire state of Georgia through nine television stations, 21 radio stations and the digital delivery of free instructional media for students and educators. Additionally, over the last decade, GPB has grown into a modern media company embracing new technologies and delivery systems in an ever-increasing digital world.

Now is the time for our company to embrace its core mission of public service in an effort to bring Georgians together around unique learning experiences. With the launch of this plan, GPB is effectively realigning and reaffirming our pledge to the various and diverse communities we serve across the state – a pledge to serve as a hub for vital information, a safe space for children, and a loyal friend to any who connect with one or more of our many platforms.

As you read through the following pages, you will find that GPB is poised in this singular moment to step into its rightful place as a leader within the public media industry here in Georgia and nationally, and our core identity as a public service provider offers the perfect starting point.

“GPB is going places as evidenced in a new and revitalized look for our brand that better reflects the diversity of our offerings and our true value to the state of Georgia.” - Bert Wesley Huffman



Importantly, the strategic plan incorporates robust input from a cross-section of stakeholder representatives. As we embarked on this journey starting last year, I wanted to ensure that every staff member could feel a sense of ownership in the new vision and direction of this company.

GPB’s leadership team, staff and board, as well as a mix of external stakeholders, including donors, community partners, sponsors and industry colleagues have each played an important role in the strategic planning process.

I hope that whether you’re reading this as someone who is already engaged with GPB, or as someone who is just learning about the work that we do, you’ll recognize the commitment to the highest-quality service to Georgians that our 2025 – 2030 Strategic Plan embodies.

GPB is going places as evidenced in a new and revitalized look for our brand that better reflects the diversity of our offerings and our true value to the state of Georgia. I am excited to stand at the end of this plan in 2030 and marvel at all we have accomplished. This public media company is a cultural touchstone for Georgians of all ages, and it would be irresponsible for us to simply sit by and allow the status quo. Instead, I offer you this promise: I will do everything I can to stand behind the capable people of this company to achieve astounding things for the varied people of Georgia, including you.

And lastly, I want to personally thank you for your support and invite you to be a part of helping us achieve our goals over the next five years.

Warmly,

Bert Wesley Huffman

Bringing it All Together

With the guidance of the Carl Vinson Institute, GPB's Leadership Team redefined the mission, vision and values of GPB and developed Programmatic Goals, along with Operational Goals.



Themes



GPB Leadership	GPB Staff	GPB Board	GPB Stakeholders
<p>The strategic planning process began with individual interviews of GPB's 13-member leadership team.</p>	<p>Staff members shared input through their participation in focus groups and group activities.</p>	<p>The Board provided a vision of what they would like to see for GPB's future.</p>	<p>Stakeholders saw GPB's mission of serving all of Georgia, the quality of programming and the public trust as strengths.</p>
<p>Ideas discussed include:</p>	<p>Ideas suggested include:</p>	<p>Ideas offered include:</p>	<p>Ideas presented include:</p>
<p>Creating a more collaborative and empowering work culture.</p> <p>Development of more internal talent.</p> <p>Producing more local content through partnerships and creative collaborations.</p> <p>Evolving our business in alignment with the ever-changing media landscape.</p>	<p>Improving internal communication.</p> <p>Optimizing use of technology.</p> <p>Standardizing operating procedures.</p> <p>Engaging younger audiences.</p>	<p>Telling Georgia's story through original content development.</p> <p>Expanding opportunities with high school sports and local content.</p> <p>Connecting learning with community engagement.</p>	<p>Growing GPB's local content voice.</p> <p>Engaging the public as champions and ambassadors of GPB.</p>



Who is GPB?

GPB is a knowledge hub where Georgians of all ages can access a variety of free and trusted platforms that encourage lifelong learning and collaboration.





We offer **trustworthy information** and resources that touch all ages across Georgia, from interactive play for kids to listening and watching for adults.

- Quote from GPB Board Member



What does GPB stand for?

Vision

To unite and uplift Georgia.

Mission

GPB works as a team to create diverse programming that enriches Georgians of all ages.

Values

Community . Integrity . Vision . Inclusion . Collaboration





We educate, inform and entertain Georgians so that they have an interest in learning about Georgia and the wider world around them.

- Quote from GPB Staff Member



Who does GPB serve?

Georgians across all corners of the state who want accessible information they can trust, including:

- Families who want safe content for their children.
- High school boosters who want to see their teams and rivals compete.
- Voters in towns and cities who want the facts on key issues.
- Cultural aficionados who relish wholesome, intelligent content.





GPB gives Georgians ways to connect with their communities, so they don't feel isolated and stay informed.

- Quote from GPB Community Partner



Mission Critical Areas

As part of the strategic planning process, GPB leadership identified four Mission Critical Areas of focus for the next five years. These MCA's were determined through thorough analysis of user data, general market research and an intentional study of global issues that affect Georgians every day. Ultimately, the MCA's will be used to ensure GPB's effective delivery of local and national public media content that is both timely and relevant. These Mission Critical Areas are: Literacy & Learning, Arts & Culture, Health & Wellness and Civic Engagement.



Mission Critical Areas

Literacy & Learning

Competence or knowledge in a specified area.

Environmental Scan:

One in 10 Georgian adults have low literacy skills. Significant legislation has been passed by the Georgia General Assembly in recent years, prioritizing literacy education and forming the Georgia Literacy Council. A recent independent market survey indicated GPB's highest level of program content usage is educational content. Internal GPB data supports this, with high usage of educational properties for students and high viewership of educational television programs. New types of literacy continue to emerge with advancements in computer science, AI, etc., which creates a need for support and literacy education.

Current GPB Initiatives:

GASHA GO!, GPB Create and GPB Knowledge programming, PBS KIDS Writers Contest, PBS Books, *Narrative Edge* podcast.

Opportunities:

GPB will leverage state and community partnerships to amplify and enhance initiatives like the Georgia Reads Day Campaign and other literacy work for children. We will nurture the desire for lifelong learning opportunities with local initiatives and programs to build on national programs. We will collaborate with community partners to highlight learning opportunities through features, programs, and/or events in the areas of history, science, literature, and more.

Arts & Culture

A broad range of human activities and creative endeavors that can enrich people's lives and communities.

Environmental Scan:

GPB market research and viewer data indicate that audiences consistently come to GPB and PBS for cultural programming. Georgia's creative economy is a significant contributor to the state's economy, culture and tourism. This thriving economy contributes to Georgia being not only an ideal place to do business, but also an incredible place to live and explore.

Current GPB Initiatives:

GPB Classical, *Peach Jam*, *Narrative Edge*, ALL ARTS stream, *Salvation South*, independent productions with local arts organizations including the Atlanta Symphony Orchestra, Atlanta Opera, and Alliance Theatre.

Opportunities:

GPB will continue to offer national television and radio programming including GPB Classical, *Fresh Air*, *MASTERPIECE*, travel and history programming. We will leverage community partnerships and prioritize local content initiatives such as dedicated Arts & Culture radio and digital features and new digital streaming video content. We will continue to contribute locally produced content for distribution on the national ALL ARTS stream.



Health & Wellness

The extent to which an individual or group is able to realize aspirations and satisfy needs to change or cope with the environment.

Environmental Scan:

The U.S. faces a number of health crises, including mental health, substance abuse, firearm violence, healthcare costs, and access to healthcare in rural areas. A Surgeon General Advisory was released in 2023 calling attention to the public health crisis of loneliness, isolation, and lack of connection in our country. These issues are of concern to Georgians in both metropolitan and rural areas, as evident from audience data and community partners.

Current GPB Initiatives:

Dedicated health reporting in GPB News; *The Georgia Health Report*, *Your Fantastic Mind*, *Hope Givers*, *Crisis of Substance*.

Opportunities:

GPB will continue to build on national programming initiatives including *Wellbeings*, other documentary series, news reports from PBS and NPR. We will also prioritize local content initiatives leveraging community partnerships including the Emory Brain Health Center, Georgia Department of Behavioral Health and Developmental Disabilities, Georgia Rural Health Innovation Center, Center for Rural Health and Health Disparities at Mercer School of Medicine, NAMI Georgia, and others.

Civic Engagement

The act of participating in a community to improve its quality of life and future, through both political and non-political actions.

Environmental Scan:

Communities with inclusive civic engagement – where everyone has a place at the table to define, direct and implement public services and amenities – experience greater equity, display greater civic pride and exhibit stronger civic responsibility. Georgians have provided more insight on election issues through the national *America Amplified* initiative than from any other state. Analysis shows 66% of the top 50 news stories accessed on the GPB website in FY24 fall into this Mission Critical Area.

"The health of a democratic society may be measured by the quality of functions performed by private citizens."

– Alexis de Tocqueville, *Democracy in America* (1835)

Current GPB Initiatives:

GPB statewide news coverage, *GPB Student Voices Collective*, *America Amplified*, *Georgia Today*, GPB Sports.

Opportunities:

GPB will continue to offer national news programs such as *Morning Edition* and *All Things Considered*, as well as documentaries from Henry Louis Gates Jr., Ken Burns, *Independent Lens* and *POV*. We will build community connections through these national properties, highlighting local relevance, as we develop local content to share Georgia stories and opportunities for civic engagement.

Programmatic & Operational Goals

In accordance with the established Mission Critical Areas, this strategic plan prioritizes the following programmatic and operational goals.



Programmatic Goals

Content

GPB is a trusted knowledge hub for content from news and information to entertainment and sports, produced across all platforms (TV, Radio, Digital) for all Georgians.

Goal:

By 2030, GPB will produce three additional multi-platform local production initiatives in partnership with all departments and grow our statewide audience by 15 % across all platforms.

Key Strategies:

- Assess and prioritize content initiatives by ensuring that they align with GPB's Mission Critical Areas and company-wide priorities.
- Analyze user metrics, audience feedback and industry trends to refine content offerings, increase discoverability and expand usage.
- Capitalize on GPB's community partnerships ensuring that local content resonates with Georgia audiences.

Education

GPB is the state's digital content provider for educators, students and families. As the trusted source for educational content, GPB works closely with internal and external partners to ensure access to high-quality, innovative, standards-aligned resources.

Goal:

By 2030, usage of GPB's educational content will increase by 50%.

Key Strategies:

- Produce new content and enhance existing content through stakeholder feedback and research of trends, collaborating with teams across GPB to develop opportunities aligned with GPB's Mission Critical Areas.
- Leverage technology and innovation to create immersive learning experiences including scholastic gaming approaches and personalized learning tools.
- Measure and analyze performance by tracking key metrics, gathering feedback from users and using data-driven insights to refine content and delivery methods.

Community

GPB values strong community partnerships from across the state providing opportunities for mutually beneficial collaboration for diverse audiences and stakeholders. Additionally, we serve as a vital resource for partners in amplifying their message to the state. These relationships provide us with connections for compelling content, engagement and audience development.

Goal:

By 2030, GPB will have established community partnerships in 75% of Georgia's counties.

Key Strategies:

- Identify and prioritize opportunities in Georgia counties where we do not currently have established partners.
- Leverage existing relationships internally and externally with community partners and potential funders.
- Evaluate partnerships through formalized quantitative feedback on an ongoing basis.



Operational Goals

Capacity Building

GPB is a public/private partnership that annually leverages an investment from the State of Georgia to raise additional funds through a variety of means. While federal and state funding can be finite, donors and future donors are infinite.

Goal:

By 2030, GPB will grow its donor base of 87,000 individuals by 25%.

Key Strategies:

- Continue the implementation of a philanthropic fundraising program rather than the traditional public media membership approach to seek transformational investments from individuals and foundations.
- Capitalize on GPB's revitalized brand and integrated marketing campaign to engage, convert and steward donors and audiences of all types.
- Focus acquisition efforts on digital fundraising and GPB Passport subscriptions while implementing more impactful engagement campaigns.

Staff Development/Internal

GPB has a diverse group of employees covering a wide range of talents, skills and abilities. Recruiting and staff retention are a challenge, so developing a competitive workforce that feels valued and engaged is key in serving our mission to Georgians.

Goal:

By 2030, 100% of full-time equivalent (FTE) staff will be offered and participate in targeted development and training opportunities on an annual basis.

Key Strategies:

- Develop a program and identify resource partners to administer and conduct annual management training at all levels beginning in 2025 and develop a comprehensive digital resource library of workshops and trainings for employees to access on demand.
- Identify recruitment resources partners to assist in locating employees, sharing and distributing GPB's recruitment opportunities and identifying and targeting candidate pools with GPB-aligned skills, talents and abilities.
- Incentivize in-office work where and when applicable, decrease reliance on part-time staff and continue to prioritize fair industry compensation for all GPB employees.

Branding & Awareness

GPB is known for producing original content, news and educational resources along with airing both PBS and NPR programming. Our content is also available on a growing number of platforms. At the heart of everything we do, GPB is providing a public service, and we want that to be top of mind for the people of Georgia when they think of GPB.

Goal:

By 2030, GPB will increase brand recognition by 25%.

Key Strategies:

- Develop a refreshed brand along with a communication strategy supported by a comprehensive statewide campaign launch.
- Conduct regular and intentional audience and brand research to inform relevant communication and content strategies.
- Communicate effectively with the communities we serve around organizational priorities including GPB's Mission Critical Areas.
- Leverage media trades to garner further brand exposure and explore expansion of digital promotion strategies to grow and diversify audiences.

Process & Innovation

GPB must proactively seek out opportunities for innovation in all aspects of operations in order to serve, connect, collaborate, create and offer shared learning experiences, as well as leveraging technology to increase organizational efficiency.

Goal:

By 2030, GPB will leverage technology to streamline workflows to increase efficiencies in all divisions across the company.

Key Strategies:

- Identify existing technologies, tools, and software to improve GPB workflows.
- Create an environment that welcomes experimentation around new technologies.



Our Values

These core principles and beliefs guide the work of GPB. Combined, they form the mnemonic device of CIVIC, which reminds us of the important service we provide to communities across the state.

Community

Drives all that we do. We value the GPB staff as a collective and our state as many we seek to unite as one.

Integrity

Underpins our trusted relationships with each other and with the work we produce for our stakeholders.

Vision

Encourages creativity and innovation within our operation and through our programming.

Inclusion

Means we reflect diversity in our staff so we can reflect our state's diversity through our content.

Collaboration

Encourages us to solicit ideas across the organization and with our diverse stakeholders.



