

IMAGINE

ACCESS

A3

ADD VALUE

CREATE

PODCASTING

ECONOMIC ENGINES

KOOL KIDS

STREAMING

a brand is about relationship...

TOOLS FOR YOUR STATION

PLANNING TOOLS AND PROVOCATIONS

PUBLIC TELEVISION'S AFFINITY GROUP COALITION PLANNING PROJECT
OCTOBER 2006

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SUPPORTED BY THE CORPORATION FOR PUBLIC BROADCASTING

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September, 2006

In 2005, the Affinity Group Coalition (AGC) reflected on the rapid changes in our industry and the need for stations to more proactively identify their collective and individual futures. Out of those discussions developed the Affinity Group Coalition Planning Project. This year-long project was intended to kick-start a station-centric dialogue about the future of the individual public television station.

The AGC invited Jim Pagliarini to lead this project. Jim, who has worked for 30 years in both small and large public television stations, was granted part-time leave as President and CEO of Twin Cities Public Television in order to head the initiative. Along with a small team of associates, his charge was to help frame key issues and questions about the future of the individual television station, and then to develop a common language and set of planning tools for stations to use to discuss their individual futures. The goal of the project was to provide tools that would help strengthen the future of both individual stations and our national coalition of stations.

The discussions we've held have been robust, and many of the responses to our queries and challenges have demonstrated the remarkable vitality and ingenuity of our colleagues. We complete this project with terrific optimism that public television stations are "up to the task" of taking advantage of what one colleague called, "the most exciting changes in our industry in thirty years!"

We hope that many of you will approach the future with equal optimism, determined to be agents, not casualties of change. The work of defining our stations' futures and adapting to the technological and demographic changes in our industry is ongoing and will long outlive this project. Helping us ensure that the work done and the information gathered this past year is broadly and easily accessible, Skip Hinton and Maryanne Schuessler at NETA helped develop the AGC website. Many thanks to them, as well as to those who've so generously contributed ideas and insights to this project, including the AGC Steering Committee, many General Managers, and especially Loren Mayor and Andy Russell at CPB .

We realize that the planning tools the AGC Planning Project developed are far from comprehensive and can't possibly serve all the planning needs of each station. But, we hope that they will provide a useful set of "Tools to Think By" and will provoke productive conversations within your station and with your public television colleagues.

Our adventures in public television continue – we hope this report provides some sustenance en route!

Sincerely,

Jim Pagliarini, President and CEO, tpt, St. Paul, MN

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KBDI-TV/12, Denver, CO; and AGC Chair 2005-2006*

How to Use This Report

This document puts into one place a number of resources that we hope will help public television stations do their strategic planning. And plan we must!

We are at a critical and exciting point in public television's history - a point of great opportunity. Given the changes happening both within public television and without, we recommend that 2007 be a year during which every public television station formally revisits its strategic plan.

This collection of planning tools and information can help you in that journey - regardless of where your station currently may be. We have targeted our work at what we imagine to be a typical station (knowing full well that no such thing exists)!

As you read through this report, select those tools and exercises that resonate most for you and your station. You can pick and choose, as these tools are not intended to be a step-by-step cookbook for planning, and not all will be appropriate for each station. You can integrate the exercises you find most helpful into your existing planning process, or you can choose some to help craft a new planning process.

This report is organized into three sections. The first section presents a set of tools to stimulate your thinking and planning. Much of the information in this section focuses on the current external environment - new technologies, ways consumers approach television, and the television business in general. This section will have a limited life. So we encourage you to take advantage of these resources while they are fresh.

The second section, Five Strategic Areas of Focus, presents a framework and language for planning that is intended to have a longer life. This framework provides one way to organize and understand the overwhelming amount of information that we must all absorb in order to think coherently about the business of public television and to make smart strategic decisions. The common language we introduce here will help stations talk among themselves in a sharper, more focused and productive way. As you will see, some strategic areas are more fully explored than others. This past year, we focused on stations' Content and Service Strategies, the core of what we do every day. It is a topic of pressing concern as we determine how best to use the increased bandwidth made available through the digital conversion. There is plenty of room for continued dialogue, research, and brainstorming for all of us in the coming years in the other strategic areas as well. Indeed, our collective challenge is continually to identify and focus our stations', our Affinity Groups', and our national organizations' energies on those strategic areas that most need our attention.

PTV-AGC.ORG

*This printed report is designed to be a reference and portal to richer information. When you access this document online at **www.ptv-agc.org**, embedded links printed in bold will take you to more tools and resources.*

Finally, the Appendix features three sections to help with the logistics of station planning. The first section is an overview of key steps in strategic planning, and a sample table of contents from a strategic plan – a form of “Strategic Planning 101.” These are intended to provide a simple reminder of process and content issues to consider as you develop your individual station’s plans. The second is a summary of key dates in the planning cycles of APTS, CPB and PBS. With this calendar, you can know when your station’s and your Affinity Group’s input to the national organizations is most effective, as well as when regular studies, such as PBS’ Environmental Scan, are available for your station’s planning processes. And finally, we include a listing of the wealth of resources available to you on the AGC Website.

A Call to Action

One fact has been reinforced consistently throughout this past year: the time is ripe for each public television station in this country, and for our system of public broadcasting, to set a sharper course for its future. If your station has not reviewed and refreshed its strategic plan recently, you should. Why?

While some things remain hazy in the media landscape, much has become clearer.

- From the completion of digital cable systems, to telephone companies entering the video business, to ever increasing broadband penetration, *the highways of information into people's homes are nearly all paved.*
- Viewers are adopting new technologies at rates that are consequential for our business. From VOD to podcasting to peer review, *tools that give more control, choice, and power to the consumer are proliferating.*
- From models like the "long tail" (selling less for more), to \$.99 download services, to giving away content for free while selling ads, *new economic models are emerging that need to be tested.*
- The *cessation of analog broadcasting in 2009 will shake the world* of today's typical, loyal member and viewer of public television.

Each of these developments is rattling and challenging the current paradigm of how public television stations serve their communities and how they find the resources to do so. Enough is known today to place some strategic bets on our future.

There has been great and encouraging change within public broadcasting itself during 2006, making the time right for aligning station priorities with "national" priorities.

- Both CPB and PBS have new leaders who are committed to placing the station at the center of their organizations' work and strategic planning. *In order for APTS, CPB, and PBS to support our vision of the future, we must be able to clearly articulate it.*
- From APTS' work on datacasting and cable and telephone companies' carriage agreements, to CPB's primetime research and Major Giving Initiative, *public television's national organizations have collected substantial information and created useful tools that are ready to be used by stations in their planning.*
- Affinity Groups and the Affinity Group Coalition are coalescing as productive forums for stations to share ideas and brainstorm solutions to common issues.
- And public television stations themselves are imagining futures and piloting *new ideas that are beginning to be shared so that stations can learn from each other.*

How People Use Media

One way to comprehend all of the changes occurring in the media environment is to look at them through the eyes of those who use media. How are people getting their media today? How do they find content, and to whom do they turn for advice on what they might watch? Are the people you want to serve experiencing media by “leaning back,” passively receiving it on their couches, or are they actively “leaning forward,” and seeking it out on their computers and ipods?

The model on the following page, developed by CPB, is a simple, but rich way to think about these questions. Public television plays a role in each of these areas.

tools

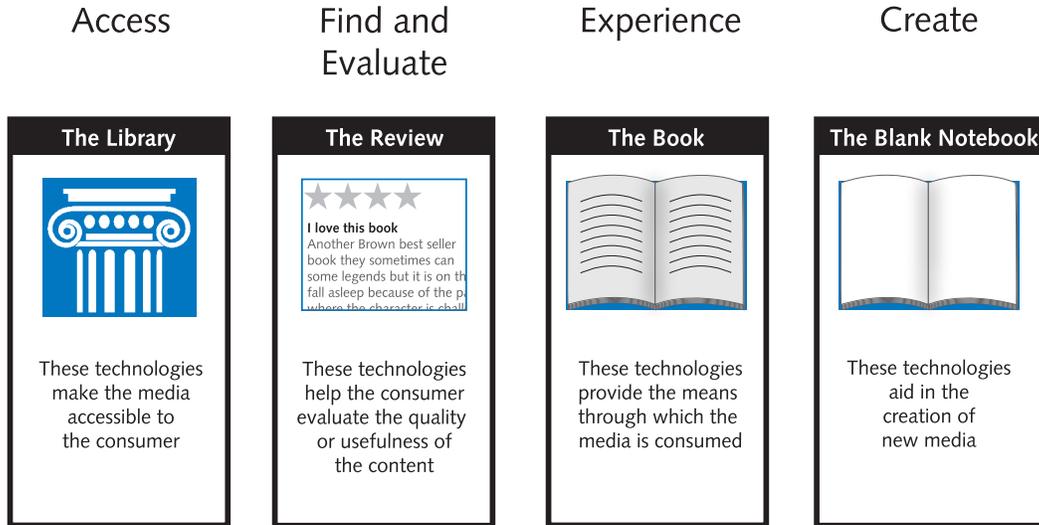
Tools to Take to Your Station:

Consider the following questions to understand how people in your community use media:

- Access: How will people access what you have to offer in the future?
- Find and evaluate: How might your role be changing as the “trusted curator and editor?”
- Experience: For how long will you be programming channels for real time viewing? How will you brand and use VOD?
- Create: What is your production strategy? What is the unique value that you offer to your viewers?

Note: A more detailed presentation of recent technological changes in the media environment is available in a Tech Briefing PowerPoint prepared by CPB at the www.ptv-agc.org website.

How consumers use television and video content is changing



Access: People today have a huge amount of control over how and where they access media content. More and more options are becoming available through cable and satellite connections, and increasing **broadband** use allows consumers to access streaming video on countless video distribution platforms on the web, as well as through Internet Protocol Television (IPTV).

Find and Evaluate: Today many consumers incorporate peer review and tagging resources into their media choices, turning to other consumers with similar interests to tell them which content is worth watching. With current technology leading to a “democratization” of the editor and curator role, we as public television stations may need to find a new way to stay in the forefront as the public’s trusted curator, guide, and source of high quality content.

Experience: Many consumers now have a certain expectation that time-shifting and place-shifting devices will allow them to experience content when and where they want it. Video on Demand, Digital Video Recorders, and portable media devices are growing in popularity and introducing new challenges—and new opportunities—into our content creation and distribution strategies.

Create: Finally, the advent of inexpensive, high quality digital cameras and editing software makes it easier for consumers to create and share their own content. The number of “prosumers”—people who both produce and consume content—is on the rise, and online prosumer distribution platforms are growing in popularity. New opportunities for us to engage our local audience as *sources* of high quality content are emerging.

One Way to Segment Our Audiences

There is no question that the way people use media is changing. Public television stations face a number of challenges in our response to these changes. First, we must arrive at the right balance between reaching out to those audience members who are embracing new technologies and serving those who maintain more traditional viewing habits. Second, we need to understand what kinds of content and services translate effectively to new media and how people use them. Finally, we need to continue to fuel our current economic engines, while we experiment with new ones.

We need a way to think about the different audiences we serve. A recent article published by IBM, called "**The End of Television as We Know It**" gives us one model and some specific strategies. The article speaks directly to how a media organization can continue to serve a "legacy" audience while also welcoming consumers who want more involvement with their media.

Looking at how consumers use media, IBM segmented today's television audience into three categories:

The Massive Passives are those viewers who watch television much as they have always watched television. This group remains the largest of the three, and will likely continue to represent a large proportion of the public television viewing audience in the future.

The Gadgetiers are tech-savvy people who are jumping on all of the new technological opportunities available to them, so that they can have a high level of control over their media consumption. They are very open to diverse platforms through which they can access content. This group will likely grow slightly over the next six years.

The Kool Kids are members of younger generations growing up accustomed to having a high degree of control over when and where they watch video content. They are very open to using multiple distribution platforms and new technology to access that content, and expect those options to be available to them.

We cannot abandon our "core" public television audiences.

At the same time, we must embrace a new generation of people who are the future of public television. It is HOW they will use us that will differ, not why.

The table below illustrates how each group currently uses media differently and offers some strategies to consider for reaching out to each group. The Massive Passives still experience media in the traditional, “lean back” mode of flipping through programming that is made available to them. On the other hand, the “lean forward” Gadgetiers and Kool Kids want a more PC-like experience—they expect to have more control over when, where, and how they experience media.

The IBM article suggests that public television may need divergent strategies to serve divergent audiences. Knowing clearly whom you are serving and how they prefer to use your content and services is critical to your success.

	Lean back consumers	Lean forward consumers	
	Massive Passives	Gadgetiers	Kool Kids
Screens	<input type="checkbox"/> TV <input type="checkbox"/> TV	<input type="checkbox"/> HDTV <input type="checkbox"/> TV on PC	<input type="checkbox"/> TV on cell phone, PSP
Content preferences	<input type="checkbox"/> <i>BBC World News</i> <input type="checkbox"/> <i>Good Morning America</i> <input type="checkbox"/> <i>World Cup Soccer</i> <input type="checkbox"/> <i>Monday Night Football</i>	<input type="checkbox"/> <i>The Office</i> preview episodes <input type="checkbox"/> <i>Daily Show</i> interactive <input type="checkbox"/> CNET news segments	<input type="checkbox"/> Ring tones of <i>Alias</i> <input type="checkbox"/> <i>Lost</i> video blog <input type="checkbox"/> Game Tap
Content consumption	<input type="checkbox"/> Appointment TV <input type="checkbox"/> Prime-time	<input type="checkbox"/> On demand <input type="checkbox"/> On replay via DVR <input type="checkbox"/> On own time	<input type="checkbox"/> P2P download <input type="checkbox"/> On replay via DVR <input type="checkbox"/> On demand to mobile device
Advertising	<input type="checkbox"/> 30-second spots <input type="checkbox"/> Program-integrated messages	<input type="checkbox"/> Click-throughs <input type="checkbox"/> Long-form/short-form content <input type="checkbox"/> Program-integrated messages	<input type="checkbox"/> Social networking links <input type="checkbox"/> Instant Message (IM) advertisements <input type="checkbox"/> Short-form content
Communication applications	<input type="checkbox"/> Traditional Applications for each device	<input type="checkbox"/> Multi-purpose devices <input type="checkbox"/> Cell phone programming of DVRs and other convenience-oriented services	<input type="checkbox"/> Constant social connection across devices <input type="checkbox"/> Instant messaging and communities on TV screen
Service packages	<input type="checkbox"/> Bundled TV channels <input type="checkbox"/> Bundled “triple plays”	<input type="checkbox"/> <i>A la carte</i> niche channels <input type="checkbox"/> On demand season's pass by program	<input type="checkbox"/> Bundled channels (parents) <input type="checkbox"/> <i>A la carte</i> mobile VOD
Marketing outlets	<input type="checkbox"/> Best Buy <input type="checkbox"/> Reitangruppen <input type="checkbox"/> Wal-Mart	<input type="checkbox"/> BitTorrent <input type="checkbox"/> Google <input type="checkbox"/> Del.icio.us <input type="checkbox"/> Bic-Camera Yurakucho	<input type="checkbox"/> My Space <input type="checkbox"/> Facebook <input type="checkbox"/> Hi5

Reprinted with permission from “The End of TV as We Know It: A Future Industry Perspective,”

IBM Institute for Business Value Study; March, 2006; ibm.com/services/us/index.wss/ibvstudy/imc/a1023172.

Given this method of audience segmentation, the authors of the IBM paper present six strategies. Here are four that are particularly relevant to public television:

Segment: Invest in divergent strategies. Develop a bimodal strategy to serve the two main audiences of those who will tend to be more traditional in their media use, and those who will want more control and different ways to access content.

Innovate: Innovate business models, pricing, distribution strategies and packaging. Take some risks today to avoid losing your position in the long run.

Experiment: Don't sit back, try things. Develop, try, refine, and roll-out new ideas and strategies.

Reorganize: Reassess your organization. Identify the core competencies needed for maintaining your competitive advantage in the future. Isolate non-core business components for outsourcing, partnering, or consolidating.

tools

Tools to Take to Your Station: Segment, Innovate, Experiment, and Reorganize. How would you implement these strategies at your station?

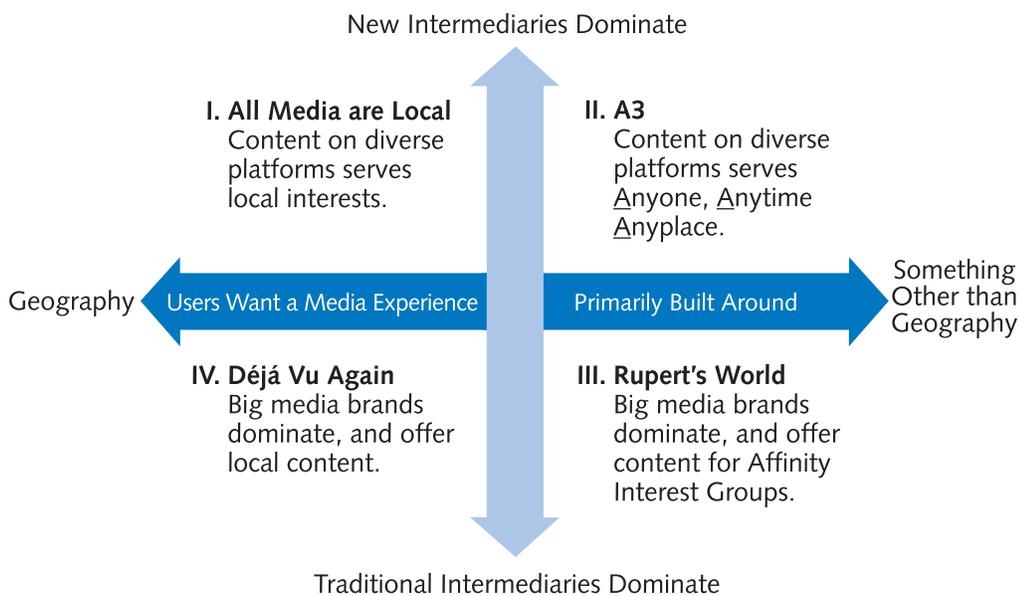
Scenario Planning

In the summer of 2005, CPB retained **Global Business Network (GBN)**, a consulting firm from the Bay Area, to lead the public television system through a process called “Scenario Planning.” Unlike most planning processes that start by thinking about a station’s immediate environment and what it has some control over, **Scenario Planning** started by looking at major external forces which a given station has no ability to affect – like the economy, political climate, technology, and the media business environment. Participants then decided which of these external factors might have the greatest impact on local public television stations.

Out of 110 external factors that were considered, two uncertainties were chosen as particularly relevant to the future of all stations. The first was whether or not consumers would want their media experiences built primarily around geography. The second uncertainty considered whether content would reach consumers via new intermediaries or traditional intermediaries.

When you plot these two uncertainties on an x and y axis, four possible futures begin to emerge. Out of these possible futures came four scenarios – stories about what those futures might look like.

Possible Public Television Environments - 2015



tools

Tools to Take to Your Station: From very rich conversations about these scenarios at the 2005 Round Robins, we created a planning tool to help General Managers take their own staff and Board through the scenario planning process. A **Scenario Planning PowerPoint** presentation, along with an accompanying **User's Guide**, is available on the AGC website. A number of General Managers have used this presentation, and have found it to be a useful tool to incorporate into their own staff and Board retreats.

An Exercise in Vision - Imagine

In a separate exercise aimed at focusing on the “long view” more concretely, and from the stations’ perspective, we asked a handful of station presidents to imagine what their station would look and feel like in 2012. They imagined the future of their stations from three different vantage points: from the living room of a local family; from the Board room of a major foundation in their community; and from inside their own station.

*Posted on the AGC Website are **several examples** of these statements, which were written by station leaders coming from a variety of licensee-types, affinity groups, station sizes, and geographical locations. Take a look at what others have written. You will find them rich in thought, light-hearted at times, and wonderfully creative.*

This exercise is a way to let the imagination run free and share ideas between and within stations. Although each participant has submitted a unique perspective and set of “stories,” there are common themes and visions that emerge. Common themes for how stations will have developed by the year 2012 include:

Distribution Strategies Will Allow Viewers More Control

- Content and services on demand were a part of nearly everyone’s future.
- Content and Audience segmentation was a theme. A variety of different “channels” will be available from stations (Family/Kids, NPS, Local).
- Distribution strategies will also give our “users” more ways to interact with our content. We will allow them to time shift, place shift, and use our content to create their own content, which they in turn may distribute to others.

Stations Envision Being Truly “More Than Television”

- Many stations imagined housing a digital archive of their own and other people’s content.
- Stations will provide interactive web services: forums, blogs, discussion boards, etc.
- Stations will increase community partnerships.
- More community events, workshops, and discussions will occur within the station.
- Stations will engage community members as local experts/sources of content.

tools

Tools to Take to Your Station: The Imagining Exercise can be a useful technique to use with your staff and Board in a number of ways. You can use it to paint a picture of where you imagine your station will be if your strategic plan is followed successfully. Going one step further, you can use it to help develop your station’s vision statement and case statement. Or, you can use it to spark discussion by assigning this task to staff or Board members to explore where they see the station in 2012. Instructions for completing an Imagining Exercise are available on www.ptv-agc.org.

Comments from Imagining Statements

I arrive at 8am for work and enjoy seeing the first morning meetings coming to an end. Staff and community volunteers are huddled over the next great program concept, coffee cups in hand, discussing the other community organizations that should partner in the new program. Staff and volunteers outline the organizations they'll approach and the potential corporate funders, then pair up to make calls.

– **JoAnn Urofsky, WUSF**

The building reminds you more of a community center than a public television station... In a former studio there is a workshop taking place on media literacy... A performance of the Vermont Youth Orchestra is going on in another location... A local Health Insurer is taping some commercials... A group of visiting dignitaries from Russia are touring the station...while the local yoga class is underway in another part of the building.

– **John King, VPT**

As in most communities, our stations have become aggregators for content from community non-profit, education and government partners and for content produced by the public (hey, let's call it public television).

– **Dennis Haarsager, KWSU**

The station is at the intersection of a major land grant university and the world. Most important in that world are the communities of Pennsylvania: rural, urban, rich, poor and all colors and genders. They are sending out and beaming in, they are talking and listening, recording and broadcasting. Their base is the academic integrity that permeates all they do, but it is not the ivory tower integrity where the real world is viewed askance. Rather, they are denizens of an academic utopia where ideas and people meet, clash, discuss, resolve and have lunch. It is the university of the mind and of the community.

– **Ted Krichels, WPSU**

[From the perspective of a local foundation officer] I have become a believer in the power of public television. Our community deserves the benefits that come from a fully funded operation that has only our region's advancement as its goal. Its values of education, diversity, integrity, engagement, excellence and creativity are our values, and its productive application of technology towards these values must be endorsed by us...

– **Randy Feldman, WYES**

The local stations will continue providing access to the world via a plethora of delivery methods, but they will be unique in their ability to inform their community, showcase the arts, and give voice to those who would not otherwise be heard. If this sounds familiar, it is because it is what we do and why we exist. Perhaps by 2012 that will be better recognized, appreciated and supported. We can only hope.

– **Chet Tomczyk, WTVF**

Imagine that in the year 2012...

You are sitting, unseen, in the living room of a family that is an avid user of programs and services your station provides.

What types of content does the family value and how do they access that content? What values conveyed by the station have led each person to be a viewer/supporter of the station?

You are the proverbial fly on the wall in the Board room of a major foundation in your community, and the President is going to address the Board to convince them to give you a major, multi-year grant—what is she saying?

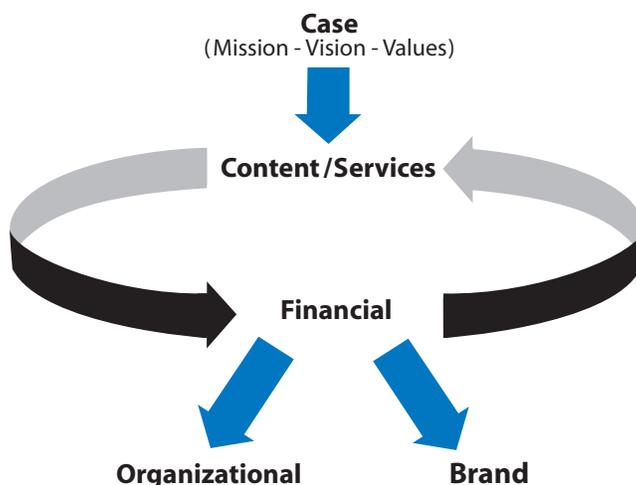
You walk through the doors of your station. Describe how it looks and feels. What types of activities occur at the station? Who might you see?

Five Strategic Areas of Focus

The Imagining Exercise gives us the freedom to think creatively and without boundaries about the future. It creates a story and a vision about where we want our stations to be. This section presents a structure which enables us to organize our ideas and thinking about how we will get from where we are today to those futures that we imagine.

These five strategic areas of focus grew out of conversations during the 2005 Round Robin meetings. After a very long day of using the Scenario Planning work to expand our thinking, we asked people to pause and tell us what they viewed as the “Critical Few.” That is, given the hundreds of challenges and opportunities we face, what are the critical few issues on which we must focus in the next few years? The “Critical Few” fell into five broad areas of strategic focus.

Your **Case** is the highest-level expression of your reason to be, your value proposition to the community you serve. It informs your **Content and Services** strategy, which is fueled by your **Financial** strategy. Understanding your Content and Services strategy and your Financial strategy will lead you to an internal **Organizational** strategy. Who are the people you need within your organization in order to excel? How do you organize them? Your **Brand** strategy identifies what kind of experience you want the “customer” to have when coming in contact with you.



This framework is just one of what may be a number of ways to organize and understand the tsunami of information that washes across our desks each day. We offer it as a way to focus our thinking; to develop the very best strategies to assure that our stations thrive; and to provide our system with a common language with which to communicate, support each others' work, and set priorities.

Not surprisingly, good work is being done in many of these areas by individual stations, APTS, CPB, and PBS. Our hope is that by adopting this strategic framework for future discussions, we can better align our work as a system and stimulate productive conversations, on-going activity, and decisions that more fully develop each of the strategic areas.

Strategic Focus Area 1: The Case

It is time to re-state our case, our reason for being, and the reasons why we deserve an investment from the public. What is the unique value proposition we offer our communities? What differentiates us? Are the stories we told our communities 20 years ago about why we are essential still relevant today?

The Major Giving Initiative

Establishing a compelling case is at the core of the CPB work on the Major Giving Initiative. The **MGI website** provides examples of how to approach creating a case statement and examples of how some stations have articulated their cases.

The MGI site points out that the three most critical elements of the station's case are its mission, vision, and values.

Mission is why you exist. It is not what you do, but the greater purpose that the organization serves. It concerns what the organization is today.

Vision is what an organization can become in the future and, equally important, how the organization will affect its community when it succeeds in realizing that vision.

Values are the beliefs and practices that guide the organization's work in the community. Articulating your case is critical foundational work in describing who you are. Clearly it needs to be genuine and to be verifiable by anyone observing what you do. Your station's case is at the core of the relationship you have with your community, funders, and the people you serve.

Our case should inspire and aim high. But ultimately our value to individuals and to our community will be judged on the basis of what we do and how we do it. It is through our Content and Services that we deliver on our case.

The BBC's Case

Another good resource to stimulate thinking about how to articulate a case is the BBC. Every ten years, the BBC must renew its charter and refresh its case, to explain why it warrants continued public investment.

In the paper, "**Building Public Value: Renewing the BBC for a Digital World**," the BBC's value proposition is expressed in five areas. Not surprisingly, it sounds very much like the way we might express public television's value.

- **Democratic value:** the BBC supports civic life and national debate by providing trusted and impartial news and information that helps citizens make sense of the world and encourages them to engage with it.
- **Cultural and creative value:** the BBC enriches the UK's cultural life by bringing talent and audiences together to break new ground, to celebrate our cultural heritage, to broaden the national conversation.
- **Educational value:** by offering audiences of every age a world of formal and informal educational opportunity in every medium, the BBC helps build a society strong in knowledge and skills.
- **Social and community value:** by enabling the UK's many communities to see what they hold in common and how they differ, the BBC seeks to build social cohesion and tolerance through greater understanding.
- **Global value:** the BBC supports the UK's global role by being the world's most trusted provider of international news and information, and by showcasing the best of British culture to a global audience.



Strategic Focus 2 – Content and Services

Content is our core business. It is an infinitely more complex and competitive business today than it was even a decade ago. One useful tool to organize thinking and planning about our business is the Content Value Chain. For our purposes, it defines roles or activities that a station undertakes to serve (bring value) to its community and viewers.



Public Television Content Value Chain

Create – Public television stations produce local and national television shows and web content. We also play a role as investors in content creation through the NPS.

Add Value – We acquire content, and our programmers schedule it at times when we think it will be best for viewers. We organize information about our content in program guides to help viewers access content. We create educational and outreach materials around our children’s programming.

Distribute – We distribute our content through the WEB, transmitters, and translators.

Most of public television stations’ content-related business can be placed somewhere along this continuum. Whether explicit or not, stations have built strategies and applied resources to each of these areas.

tools

Tools to Take to Your Station: This simple way to think about our work provides a way to look both within and outside of our organization. The Content Value Chain can help you:

Understand where your resources are being directed today. Do a quick calculation to re-classify your operating expenses and capital purchases. How much of your financial, human, and capital resources are being directed into each of these areas?

Understand which activities are bringing resources to the station. Go through your sources of revenue and think about which of your revenue sources are associated with which broad category of activity.

Map your competition and potential partners, and understand the external environment. Within your create, add value, and distribution activities, with whom could you cooperate or partner? With whom do you compete?

Map your strategies based on how the people you serve, or wish to serve, use media. Using the description of how people use media outlined earlier, you can develop strategies targeted to different segments of your audience or decide where to place your bets for the future. If you understand how the people you serve access, find and evaluate, experience, and create media, this information suggests specific strategies along the value chain.

Local Stations' Content and Service Strategies

During the course of the planning project, we have been interested to learn about the specific content strategies that local stations have developed—how individual stations reach out to their audiences in unique ways by creating, distributing, or adding value to content.

As we continue to develop and improve local service strategies at our own stations, we all can learn from the many innovative local service initiatives already taking place. Examples of these initiatives, in each category, are available at www.ptv-agc.org/LocalServices.htm. Additional good resources and ideas for stations are available from the National Center for Outreach at www.nationaloutreach.org.

Although needs of specific licensees and specific communities differ, as do the means and resources individual stations have to address them, we share a common goal in our approach to local services—that of building civic, social, and educational capital in the communities we serve. Under the broad umbrella of this larger goal, stations are pursuing a number of common strategies to provide local services to their surrounding communities.

The common local service strategies we identified are:

Supporting the Mission of the Licensee or a Major Public Institution

In this area, public television stations are using their unique assets to forward the mission of a major public institution. Stations increase public access to, and amplify the impact of those institutions, whether they are universities, hospitals, or state agencies.

Providing Local Public Affairs and/or Nightly News

Although some communities may have existing sources for local news and public affairs programs, many communities have a true void in this area that public television stations alone fill.

Focusing on One Important Community Issue

In this area, stations are convening audiences and partners around one important issue in order to foster discussions and action about a major need or problem affecting the community. In other cases, stations are partnering with an existing collaboration that has formed to address an issue. The station adds value to the collaboration by providing the means for making the collaboration's work better known and understood.

Developing Broad Community Partnerships

Several stations are undertaking initiatives that help to forward the missions and increase public access to a large number of diverse nonprofit groups that address specific community needs or interests. Stations are using their unique assets to help increase the reach of their nonprofit partners; and those partners are likewise bringing their unique expertise to existing and developing work occurring at the stations.

Adding Local Value to National Content

Finally, many stations center their local service initiatives on adding local perspectives and information about local resources to existing, nationally shared content. All stations have an incredible opportunity to find ways to creatively tailor and add local value to the many rich resources already available within the PTV system.

Regardless of what the future of public television looks like, individual stations are likely to have a unique advantage from residing physically within the communities they serve and maintaining the public's trust in the quality and integrity of the programs and services they provide.



CREATE

Another way to think about and organize the local service strategies of stations is to use the Content Value Chain. Below are some examples of how individual public television stations have developed services along the value chain continuum. Additional information about each initiative can be found on line through links embedded in the electronic version of this report.

CREATE

We saw many stations developing content production partnerships. These partners bring not only content expertise to the effort, but financial resources as well. **The Minnesota Collaborative**, **WTVS's work**, and **WHYY's Civic Space** initiatives are examples, and **KQED's Gallery Crawl** is an example of a web-only creation strategy.

ADD VALUE

WGBH's Forum is a strategy to add value to others' content by packaging, promoting, and broadly distributing it. They work with leading institutions and aggregate lectures for distribution on the web. **WNEO/WEAO: Ohio Standards-based Multimedia Curriculum Productions** adds value to their own and others' content for teachers.

DISTRIBUTE

VOD for local content, WEB streaming and downloading, podcasts, and RSS feeds are all emerging from public television stations as new distribution strategies for content. **The New Jersey Network**, among others, has a distribution strategy to use its spectrum for emergency communications. And every station will be grappling with its multi-cast distribution strategy in preparation for 2009.

TOOLS FOR YOUR STATION

STREAMING

KOOL KIDS

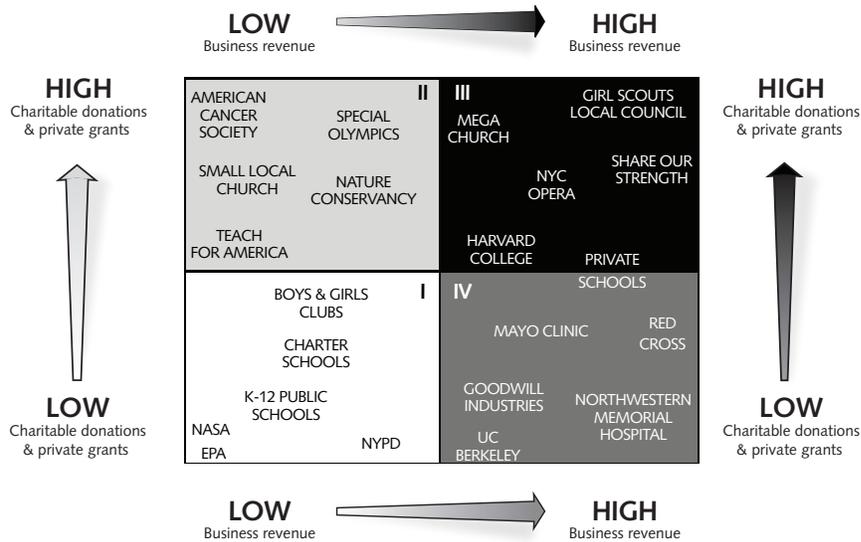


Strategic Focus Area 3 – Financial

A complete financial strategy takes into account both the way an organization acquires the resources to do its work and also how it chooses to invest and allocate those resources to achieve its mission. This section focuses on the former. It suggests one model to understand the answers to the following questions: **What is the financial model, or economic engine that drives your station’s work today? What will that engine be in 5-10 years?**

A useful tool to approach these questions is found in Jim Collins’ monograph, *Good to Great and the Social Sectors*. To demonstrate the wide variation of financial models that drive the work of organizations in the social sector, he places some leading non-profit organizations in a two-by-two matrix. One axis represents “charitable donations and private grants.” The other represents “business revenue (*fee for service, contracts, products, etc.*).” The figure below shows where some leading public sector organizations fall within this construct.

Economic Engine in the Social Sectors: 4 Quadrants



For a complete explanation of this matrix, please see page 21 of “*Good to Great and the Social Sectors*” by Jim Collins

Applying the Model to the System, the Station, and to PTV Services

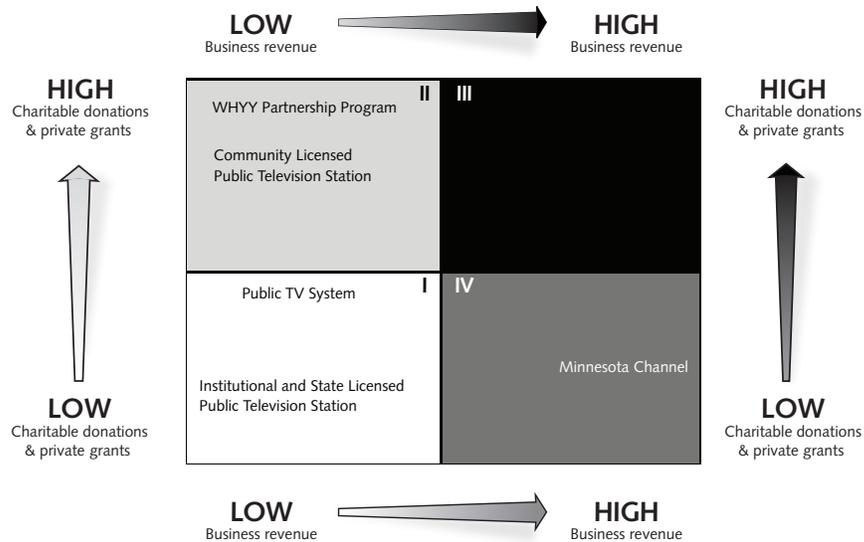
Applying this thinking to public television offers a fresh way of understanding our current financial models. Look at the table on the following page. It points out, quite dramatically, that different economic engines drive different types of stations. And it points out that in aggregate, public television is a remarkable “public – private” partnership. It also suggests that a great deal of cross-fertilization can occur between different types of licensees. Can a community station learn from a state licensee how to build a new economic engine, and vice versa?

This model can be very useful even to understand a single activity or service undertaken by a station. Within a public television station today there are discrete economic engines for the different services we provide to our communities. For many, the primary broadcast service is driven by charitable contributions. Educational services may rely on fee-for-service models or tax-based support. Outreach may rely upon private grants.

For example, when Twin Cities Public Television developed its Minnesota Collaborative and Channel Plan, a choice was made to fund that activity by charging a fee to community partners. A financial goal was set that 75% of the resources for that activity were to be drawn from fees and 25% from private foundation grants.

WHYY in Philadelphia embarked upon a similar community partnership model. They set a financial strategy that was to be driven by the partners coming together to fundraise jointly and then leveraging the partnerships to increase member income.

Here is where different types of licensees, the system, and a station service would fall on the Collins Matrix.



	PUBLIC (CPB, Federal, State, and Local, Colleges and Universities)	CHARITABLE (Individuals, Business, Foundation)	OTHER
INSTITUTIONAL LICENSEES	70%	26%	4%
STATE LICENSEES	76%	20%	4%
COMMUNITY LICENSEES	25%	59%	16%
SYSTEM IN AGGREGATE	44%	45%	11%

(Source: 2005 SABS Revenue Analysis)

tools

Tools to take to Your Station: As you look ahead five years, place all of the ways that you will be creating and delivering content into discrete categories. For example, your station sees three opportunities for content creation. They might be:

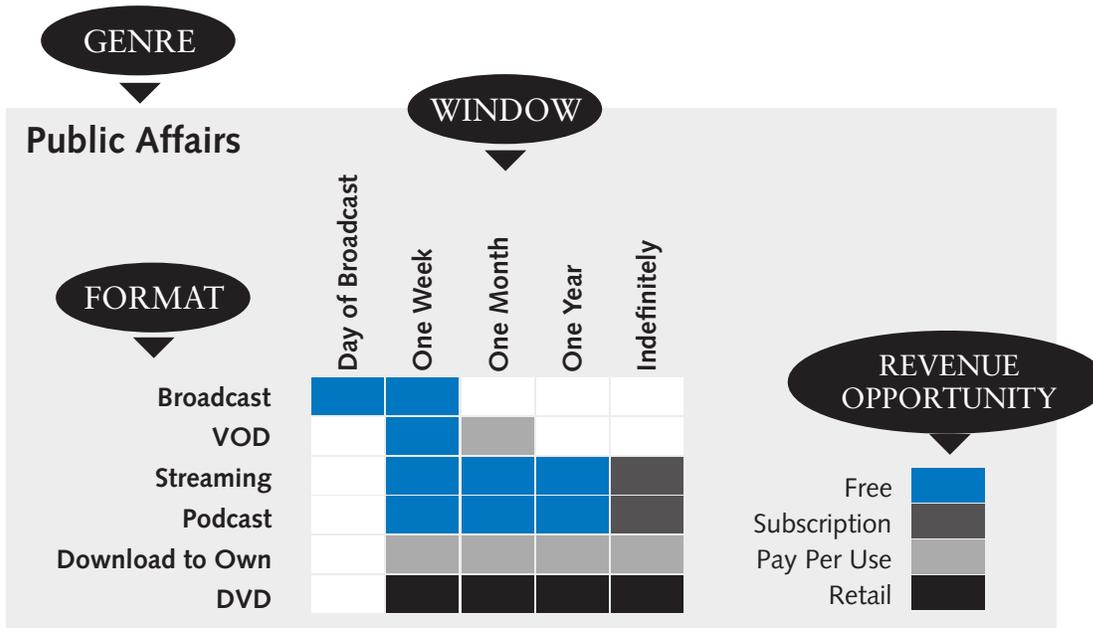
- Creating professional development materials for teachers;
- Creating town meetings for a general audience on pressing issues facing your community;
- Creating a broad array of local content through community partnerships.

Where would each of these be placed on the Collins matrix?

New Economic Engines and Models

Perhaps one of the most critical areas in which to apply strategic thinking to our economic model is in the area of “new media.” As consumers use media differently and as public television stations begin to distribute content across different platforms, new models of support will need to emerge. The Digital Rights Working Group has created one such model for increasing “business revenue.”

In this example, the group proposes a financial model that is driven by the mode of content distribution, the type of content, and the timeframe within which it is used.



What is interesting about this model is that while contemplating fees or subscriptions, it stays true to our public television value of making our content available to people for free as well. The Digital Rights Working Group’s work can be explored at www.ptv-agc.org.

Economic Engine in the Social Sectors: 4 Quadrants Skill Sets

Finally, as you think about this model, recognize that each of these economic engines requires very different skill sets and strategies. Collins summarizes the skill sets needed in each of these quadrants as follows:

II	III
Personal Relationships and Excellent Fundraising Skills	Business Acumen and Fundraising Skills
Major Gifts	Blend of charitable & Business revenue
I	IV
Political Skills and Public Engagement Skills	Mostly Business Skills Resembling For-Profit Businesses
Heavy Government Funding	Business revenue

tools

Tools to take to Your Station: Using the exercise above, in which you identified where on the Collins matrix you would place new content or service strategies, identify what new skill sets your staff might need to successfully develop or employ each strategy.



Strategic Focus Area 4 – Organization

From time to time successful businesses reorganize or re-engineer themselves in response to changing customer needs and expectations, new technologies or operational models, or because of financial imperatives. While such changes do not emerge as a priority at all times for public television stations, they do today, for several reasons:

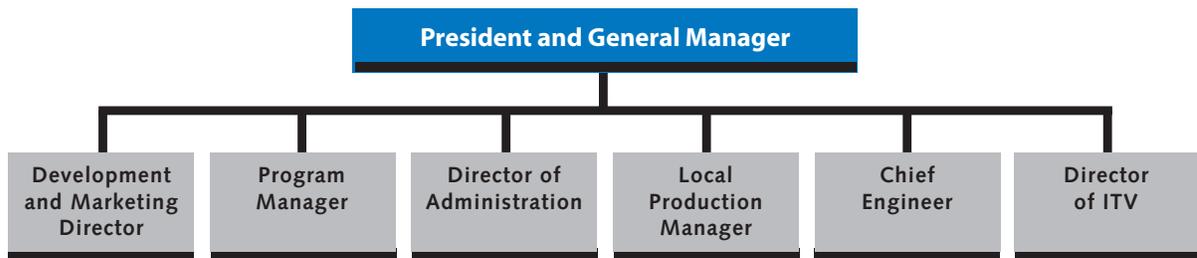
- The way people use media is changing.
- We have new tools to Create, Add Value, and Distribute our content.
- Our communities and workforces are becoming more diverse.
- We are in transition from being public television organizations to becoming public media organizations.
- New revenue opportunities will require new sets of skills.
- A significant number of the senior staff in our public television stations, who have spent their careers in public television, are now approaching retirement age.

We see changes happening throughout the system. Stations, and indeed PBS, have hired Chief Content Officers, who are responsible for integrating and leveraging content services and strategies. Chief Engineers have become Chief Technologists. “IT” skills are needed today not only in the office environment, but across all aspects of the station— from video-editing to master control.

Does Form follow Function? Or can Function follow Form? Sometimes re-structuring and realigning an organization can break old habits, open new lines of communications, and force people into new ways of thinking.

tools

Tools to Take to Your Station: Below is the way a typical small to mid-sized public television station’s senior management team might have looked pre-web and pre-dawn of the digital age.



PTV Station 1970-1995

- Today, if you were to design a senior management team around 6 key people, what positions would they hold? What skills and experience would they have? What would be their scope of responsibility?
- How would you structure a public media company differently than a public television station?
- Is your station deliberately and intentionally developing a new generation of leadership? Is it one that will reflect the diverse peoples, needs, and interests of the communities you are here to serve?



Strategic Focus Area 5: The Brand

Who we hire, how we interact with one another, and most importantly, how we interact with the people we serve, are critical pieces, not only of realizing our mission and vision, but also of expressing our Brand Strategy. This component is the fifth, and most nuanced strategy in the strategic framework we propose here.

What Makes a Brand Strong?

What is “Brand?” One definition is: that perception (emotion) maintained by our stakeholders and constituents describing the experience related to their interactions with us.

A strong Brand is:

As Karl Speak, of **BeyondMarketingThought.com** describes it, the brand builds out from the core of who we are and what we do and further defines our relationship and our promise to our viewers and donors. PBS and public television stations have developed enormous brand equity over the years. Our brand is perhaps the greatest asset we collectively own. It is time that we hold a mirror up to that brand to test its integrity and relevance in today’s environment.

*DISTINCTIVE
Stands out from
the crowd.*

A Brand is not:

- A marketing program
- A logo
- An advertising campaign
- A tag line

*RELEVANT
Satisfies a
credible need.*

At its core, a brand is about the relationship with those who are important to us: viewers, donors, partners, our licensee, legislators, and people in our marketplace.

*CONSISTENT
Delivers a
dependable value
and does it with a
dependable style.*

What defines that relationship? Think about a person you know. That person has, in effect, a “brand.” That brand is defined by:

- **What that person does:** Joe works in public television, is the father of 3 and plays the piano.
- **How he does it:** Joe is the first one to stand up at a meeting to make a point. He believes in strictly disciplining his children and is a highly skilled piano player
- **And by his style, manner, or personality:** When Joe stands up to make his point he always opens with a kind comment about the good thinking he has just heard – then he challenges it. He never spansks his children and disciplines them by taking away privileges. He plays honky-tonk style piano.

Clearly a person is infinitely more complex. But with these few perspectives on Joe you begin to form an impression. All three of these elements interact to define your potential relationship to him and, to some extent, your expectations about that person. He would have a different “brand” if he was a classical piano virtuoso, spanked his children, and was rude when he challenged people.

The same is true for public television stations. An image of who we are and what we stand for is created in the minds of our viewers and supporters. It is shaped by what we do, how we do it, and our style of doing it.

The right column is an example of how one station began to sharpen its brand strategy using the framework outlined in the figure below.



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View #1

(Defines those elements that differentiate the station from other media outlets)

Competencies (What We Do)

- On-air broadcasting
- Local production
- National program production
- Web and other digital media products
- Community outreach

Standards (How We Do It)

- Intelligent, sophisticated programming that stimulates the mind
- Thorough, in-depth coverage of the subject matter
- Covers a broad range of subject matter
- Driven by a belief in doing the right thing
- Outreach that enhances learning
- Creative programming that entertains the viewer
- High quality production

Style (How We Relate with our Marketplace)

- Passionate
- Quick witted
- Critical thinking

tools

Tools to take to Your Station: How would you articulate your competencies, standards, and style? How do they meet the test of an effective brand? Ask a few people on staff to imagine that your station is a person. Have them write a page describing that person to you.

CPB Primetime Audience Research and Brand

The CPB primetime audience research work identified viewers' beliefs, feelings and behaviors about public television. This research handed us rich information about viewers' perceptions of our work, and describes their experiences with public television.

To learn more about how "Be More" was developed, how to put it to work in your market, or for a summary of the re-search, please visit PBS Connect and follow this path:

PBS Connect



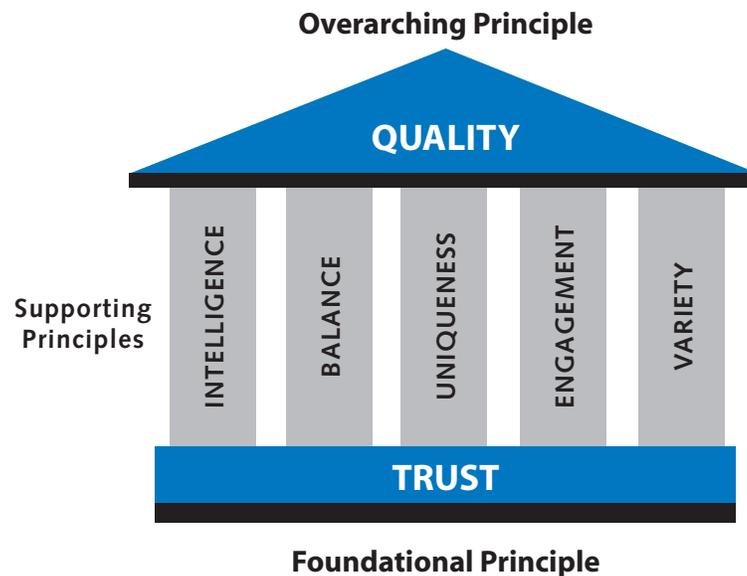
PBS Resources



Brand Management & Promotion



"Be More" Resources



As individual stations, we have the great opportunity to build on this national "brand equity," as well as to more sharply focus and identify our distinctive local brand.

PBS is a great resource for understanding and implementing a brand strategy. "Be More" is a strategic marketplace positioning that communicates the unique attributes and consumer benefits of PBS and member stations' collective programming and local services. "Be More" was carefully developed to ensure that it differentiates our system in the marketplace and is flexible enough to be executed in a wide variety of ways. Research shows that awareness of "Be More" increases the likelihood of watching and supporting local PBS stations.

Appendices



Appendix 1: Strategic Planning 101

Strategic planning is, in part, a process that engages key stakeholders in a thoughtful, disciplined approach to envisioning and planning for the future. It builds consensus and support from these stakeholders (*including: management; staff; board; community advisors*) through the process used to develop it, as well as through its outcomes.

Strategic planning results in a document that identifies:

Where the station is now;

The strategic plan is a document that can be clearly understood and digested by people joining the station community as new employees, board members, community advisors, community partners, or funders. (*Detailed action plans are typically developed for staff and board only.*)

Strategic planning requires time and energy, but the efforts pay off with a powerful management tool that provides improved:

Where it wants to be in coming years;

Perspective about the external and internal issues that must be considered and kept on the radar screen.

How it will get there.

Focus on the critical issues by management, staff, and the board.

Efficiency in determining, through one comprehensive process, the station's and stakeholders' "Critical Few" strategies and goals.

Clarity for staff and board about their roles and responsibilities in achieving those goals.

Strategic Planning Steps

There are many ways to approach and accomplish strategic planning. While many stations have done strategic planning for years, others may find it helpful to review some of the basic steps listed here.

I. Ready, Set, Prepare...for successful planning

(Note: This is a key step in clarifying participants' expectations and responsibilities upfront, and can help avoid potential pitfalls later in the process.)

- a. Determine why, and for whom you're planning.
- b. Identify length of time for which you're planning, e.g. three years.
- c. Identify beginning, ending, and key meeting dates for the planning process.
- d. Determine who will be involved in developing the plan on both an on-going and as needed basis. Secure their agreement for full participation through the implementation phase. Having a GM and Board Chair who champion the process is critical to the ultimate success of the plan, as is broad engagement of staff and key stakeholders at appropriate points.
- e. Identify information needed to make informed decisions and who is responsible for collecting it (e.g. *competitive data, community input, financial and demographic trends, SABS trends, technological updates*).
- f. Identify any issues that are "off the table" and not up for review and discussion. And just as importantly, identify any mandates from the licensee and issues that must be addressed.
- g. Identify lessons learned from any previous planning efforts.
- h. Determine whether there are financial or organizational crises that would make it difficult to focus on and implement a strategic plan.
- i. Agree on the level of detail and basic format of the final product (e.g. *5-10 page strategic plan for sharing with external stakeholders but a detailed one-year action plan for internal use only*).
- j. Confirm with key players that, based on answers to the steps above, the station is ready for strategic planning.
- k. Determine if an outside facilitator would be helpful. If so, select a facilitator.

II. Imagine and Articulate the Big Picture

- a. Develop, reaffirm or revise your station's vision, mission, and values statements to provide a framework for the planning efforts and strategic plan. Start with the "Imagining Exercise," if it is helpful, available at www.ptv-agc.org.

III. Assess the Environment

- a. Identify key external industry trends and competitive issues, as well as changing community demographics and issues that will affect station operations.
- b. Identify key internal station (and licensee) trends and issues including financial, organizational, programming and services, technical.
- c. Identify the station's strengths, weaknesses, opportunities and threats, and the implications and interplay of these given the environmental trends.
- d. Gather community input on the station's current effectiveness/impact and ideas for the future (*Take a look at **CPB's Primetime Audience Research** as a start*).
- e. Determine whether any additional information or data needs to be collected (*see section I.e. above*).

IV. Identify the Critical Few

- a. Identify and agree on the “Critical Few” issues the station must address in the strategic plan.
- b. Identify what the station wants to achieve in the “Critical Few” (*your goals*), by when, and how success will be measured.

V. Write the Strategic Plan

- a. Draft and revise the plan based on previously agreed criteria, review processes, and discussions about who has the final word.
- b. Develop a multi-year budget that helps ensure station will achieve its “Critical Few.”
- c. Agree upon criteria for future modifications and updates to the plan.
- d. Approve plan and budget.

VI. Write a One-Year Action Plan

- a. Develop an action plan that links to and supports the strategic plan. Specify who is responsible for what, by when, and how success will be measured.
- b. Develop a one-year budget to support the action plan and strategic plan.

VII. Implement Plans

- a. Revise work objectives and job descriptions to support the action and strategic plans.
- b. Evaluate the strategic planning process noting changes to be made next time.
- c. Communicate the strategic plan to stakeholders, as appropriate (*e.g., ensure that all staff and board members are given copies of the plan and that future staff and board receive copies when they go through a station orientation*).
- d. Determine and implement regular monitoring mechanisms to ensure strategic and action plans are achieved. This can be integrated into regularly scheduled staff and board meetings.
- e. Determine practices for and schedule annual action plan updates and periodic revisions to the strategic plan.

Components of a Strategic Plan

This sample Table of Contents provides an example of what might be included in a typical Strategic Plan.

INTRODUCTION *(Explains - Where we are.)*

Executive Summary	1
History of Station, Ownership	2
Environmental Trends	3
<i>(Can include external issues affecting station such as changing demographics, technological changes, competition, major changes in funding patterns)</i>	
Current Strategies and Audience	4-6
Content Partners and Funders	7
Planning Approach <i>(Includes who was involved)</i>	7
Acknowledgements	8

STRATEGIC PLAN *(Explains - Where we want to be. How we will get there. This is the focus of your planning discussions.)*

Vision	9
Mission	9
Values	9
Summary of Priorities <i>(Critical Few; Goals, High level strategies for achieving the Goals)</i>	10-16
<i>Case Strategy</i>	
<i>Content and Service Strategy (Local and National; Audience)</i>	
<i>Financial Strategy</i>	
<i>Organizational Strategy</i>	
<i>Brand Strategy</i>	

APPENDICES *(Internal documents)*

One Year Action Plan - How we will get there.	17-25
Strengths, Weaknesses, Opportunities, Threats	26-27
Budget Projections - How we will get there	28-30
Board Members <i>(Part of external documents)</i>	31

Appendix 2: Public Television System Planning Cycles

APTS: APTS' planning calendar is driven by the annual appropriations cycle in Congress.

Planning Cycle

- October 1: Federal government's fiscal year begins
- Mid-January: APTS Board discusses legislative funding requests to submit to Congress.
- Early February: Capitol Hill Day. Important time for station input. APTS begins to lobby for new fiscal year requests, and continues until the bill is completed.
- February – April: House and Senate consider budget to establish spending authorities; determine authority for CPB advanced funding.
- May – June: Congressional appropriations oversight hearings.
- May – September 30: House and Senate work to complete appropriations bills.
- June: Station membership renewal.
- July 1: APTS' fiscal year begins.
- November: APTS Board Retreat.

Station Input

- Ongoing input is gathered from member stations via regular monthly calls, online voting, and the collecting of stories about what stations are doing. APTS information is shared back with stations via monthly calls, PowerPoint and audio presentations. Mark Erstling is the "go to" person for the Affinity Groups and AGC.
- Early February: Capitol Hill Day – important time for station input.
- Useful input from stations includes:
 - o Stories and anecdotes about the impact of PTV on local communities.
 - o Data on the impact of local initiatives: titles; the number of hours of local programs and events; the number of people watching or attending events; the number of students or teachers that benefit from a program or event; peer-reviewed evaluations.

Issues on the Horizon

- No Child Left Behind (NCLB) Reauthorization in 2007. APTS seeking at least \$40M to continue programs such as Ready to Learn, Ready to Teach, and Star Schools.
 - o APTS needs a base-line of educational services provided within the system, including information on types of services provided, proof of performance, stories, etc.
- Data-casting: Understand which stations are doing data-casting, and what business models are being used.
- Educational web portals: Understand system usage and needs of education community.

CPB: CPB has two planning cycles, one for the annual CPB budget, the other for funding requests from the Office of Management and Budget. CPB began a strategic planning process in July 2006.

Planning Cycles

OMB Budget Cycle: Every year, CPB submits two funding requests to OMB. The first is a request for funds that Congress allocates annually (*e.g., digital funds, interconnection funds*). The second is a request for the general appropriation that Congress traditionally forward funds by two years. Because the Congressional budgeting process is lengthy, CPB must provide OMB with projections for three years in the future.

- August - September: Data collected for OMB request.
- Mid-September: CPB sends its request for both “one year” and advance funding to OMB.
- Early December: OMB shares a draft of its proposed budget with CPB and provides a one week window for CPB to make an appeal.
- February (first Monday): President’s budget submitted and announced.
- Summer – early Fall: Federal budget announced.

CPB Budget Cycle

- October 1: CPB Fiscal year begins.
- October – November: Priorities for the next fiscal year are discussed at Round Robins.
- Late Spring: CPB refines and prioritizes 6% discretionary funds for PTV system support in the next fiscal year.
- July: CPB Board approves budget for the next fiscal year.

Station Input

- CPB gets input from the AGC and Affinity Groups, and convenes advisory panels on special issues, currently including: Digital Rights, Public Awareness, Local Service Initiatives, and National Programming Audience Research. Ongoing feedback is solicited on the CSG policy and programming decisions through regular formal consultations.
- Round Robins are an important time for setting the next year’s agenda and spending priorities.
- Stories and data are needed by September about stations’ financial needs and priorities as CPB develops a case for OMB appropriation request.
- SABS data collected in February.

Issues on the Horizon

- CSG Review
- Building station capacity
- Supporting innovative content
- Strengthening educational services
- Reaching underserved audiences
- Developing alternative platforms
- Building public awareness

PBS: 2006 is the third year of PBS' current strategic plan.

Planning Cycle

- Mid-Late October: PBS Board Meeting and Retreat. New board members brought on board. Strategic planning committee starts work, Draft of Environmental Scan available.
- October – November: Round Robins with station managers.
- February: First draft of budget.
- February: Members Meeting. Preview highlights of strategic plan and budget. Stations have opportunity to petition issues to PBS.
- March: Strategic plan and budget to PBS Board
- March – June: Strategic plan and budget finalized and taken to system for discussion.
- May: Concurrence sought on strategic plan and budget.
- June: PBS Board votes on final strategic plan and budget.
- July 1: Beginning of PBS fiscal year.
- July/August: Nomination of new PBS Board members.

Station Input: Affinity Groups and AGC have provided a useful way to get quick feedback. PBS also collects input directly from individual stations and Affinity Groups directly. PBS seeks information on the following:

- Financial Health: What particular issues do stations face? Membership situation? Corporate Underwriting situation?
- Community Service: Where does education fit in? What gaps need filling?
- National Schedule: Is it fitting station needs?
- Management Issues: How are stations dealing with staffing needs?
- Long-term Strategies: What are stations' aspirations driving forward? How do stations want to serve audiences on a vast range of platforms?
- Technical Issues: Where are stations?

Issues on the Horizon

- Digital Service issues
 - Digital kids services
 - VOD deals with VOD and MSO providers
- PTV/PBS Education strategy
- Pledge Task Force
- Legislative issues
- PBS Foundation fundraising
- Building public awareness

Appendix 3: Affinity Group Coalition Planning Resources

We strongly encourage you to take advantage of the rich set of resources compiled and posted at www.ptv-agc.org.

Below is a partial listing of the materials that you will find at the site:

Reading List – Collects some of the most interesting and provocative articles we came across about changes in the media industry. There are some excellent resources for helping you, your staff, and your board understand the changing environment in which our stations operate.

Planning Tools for General Managers – Includes many of the tools and exercises referenced in this report, plus a station planning-retreat agenda, exercises, and PowerPoint presentation that you can adapt for your staff or board retreats.

Ideas from fellow General Managers – Descriptions of **Local Service Initiatives** provide insight into how stations have leveraged their assets to provide unique services to their communities. These descriptions can stimulate your thinking about new initiatives, or help you think about different approaches to your current local service work.

“Imagining Statements” articulate our colleagues' views of their station's future from the perspective of a station manager, viewer and funder. These narratives provide a fresh, fun and imaginative articulation of the future of the individual public television station.

Industry Studies - Environmental scans, technology overviews, and audience research conducted by national organizations that can inform your strategic planning process.

Smart List 2006 – Strategies of 45 companies that are adapting to and placing bets on different potential futures in the digital age.

GRAPHIC DESIGN

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