

The Power of ONE

Navigating the New Normal

With

The Power Of

One to Many

And

One to One

Media and Engagement

Overview: Success Beyond Survival

With the loss of hundreds of millions of dollars in revenues since 2008, a trend that is expected to continue for the next few years, public television is at a financial precipice.... If public television does not move beyond survivability it will continue on a rapid decline.

- CPB Community Service Grant Review, 2010

To move beyond “survivability,” Iowa Public Television must employ strategic and operational strategies that reflect the realities of the financial and media environments in which we live. Those strategies must respond to real needs with content and distribution methods that are relevant to today’s times in ways that strengthen the Iowa Public Television brand.

The strategies described herein will do that.

Today’s Financial Environment

The New Normal

- Reduced state revenues
- Flat to reduced federal revenues
 - *Republicans will have to vote for new revenues, and Democrats will have to vote for major cuts in spending, and those who will not do so, well, they're just not serious about addressing deficit spending*

- Sen. Tom Harkin

- Flat-to-modest increases in corporate, foundation and membership revenues
 - See [Philanthropic Giving Index](#), 12/99
- More pressure for *quid pro quo* funding arrangements

The new normal demands

- Cost containment across all platforms
- Incorporating the "Value For Money Proposition" in everything we do

*Depression era companies grew by delivering products and services that enabled hard hit consumers to **do more** with the same resources and become more effective; to do the same with fewer resources, thereby improving their efficiency, or to do less with far fewer resources, which helped them economize*

- Harvard Business Review

- Epitomized by public television’s “Be More” campaign

Today's Media Environment

The New Normal

- Continued growth in consumers' use of
 - One to Many: Traditional broadcast media
 - One to One: Online media and social networking
 - Increased importance of transparency and personalization expected by new media users
 - Increased public service opportunities

Public Media in Today's Media Environment

In today's changing media environment, how we define ourselves – and what we define AS ourselves – has never been more important.

Because of the growth of non-broadcast use of our product, “public media” is replacing “public broadcasting” and/or “public television” as the phrase that best describes who we are and what we do

“...the noncommercial community is no longer saying just ‘public broadcasting’ but ‘public media,’ recognizing that public TV and radio are offering content across many platforms, including broadband and mobile, bringing this content to where the viewers are, on the Internet, on mobile, in addition to broadcast TV and radio. In addition, thousands of Web sites with no connection to traditional public broadcasting are operating with a public media spirit, providing news and information to improve their communities.” (emphasis added)

- FCC Chairman Julius Genachowski

Moreover, no longer can we claim, "If we don't do it, no one will" and act as if we own the public service media brand by default.

- IPTV is no longer the exclusive home of locally-produced programming, political events coverage, or serious television journalism
 - Lines are blurring between public television-produced programming, public media-produced programming, public interest organization-produced programming, non-profit organization-produced programming
 - Mediacom Connections broadens coverage past sports to include political, cultural and community connections ([link](#))
 - Iowa Politics.com holds weekly televised political forums in Des Moines and other Iowa locations ([link](#))

- Des Moines Register and other Iowa newspapers video streaming local content (link)
- NPR adds video and citizen reporters; Iowa Public Radio will likely follow (link)
- The "Minnesota Channel" on Twin Cities Public Television and clones in Nebraska, Wisconsin, South Dakota pTV systems allow non profits access to broadcast distribution and online channels (link)
- AARP TV programming carried by 50% of PTV stations eager for free programming (link)
- Nearly 40 nonprofit news organizations gathering and reporting news (link)
 - *"You'll see a lot more advocacy non-profits (think Human Rights Watch or American Red Cross) doing more to fill the void in traditional journalism. And I think you'll see more journalism sponsored by membership groups (think Council on Foreign Relations) and online communities (Spot.U.s) that function like membership groups in many ways.*
- Jim Barnett, non-profit news pioneer, [MEDIA SHIFT](#)
- Will these change public television's historic funding model?
 - Will Congress mandate that a portion of CPB funding once reserved for public broadcasting organizations be directed instead to public media organizations?
 - If the Congress doesn't request this, will CPB, expanding criteria for CPB funding eligibility to include non-PTV public media outlets?
 - Will the FCC use proceeds from spectrum auction to fund public media entities regardless of their connection to PTV stations that were granted the spectrum in the first place?

IPTV's Mission

The realities of our services beyond broadcasting, the media environment in which we operate, and the funding implications tied thereto argue that IPTV's mission statement be updated to reflect the realities of "the new normal."

Iowa Public Television joins the power of television, online, and other forms of public service media with personal advocacy and engagement to educate, inform, enrich, and inspire with noncommercial, unique, and trusted programs and activities that serve individuals and communities across Iowa.

*On behalf of all Iowans, Iowa Public Television uses **joins** (pairs, leverages, harnesses) the power of television, **online** and other forms of public service media, **and personal advocacy and engagement** to educate, inform, enrich, and inspire with*

*noncommercial, unique, and trusted programs and **activities** services that **serve** educate and engage individuals and communities across Iowa.*

To ensure our continued relevance, our content and distribution strategy will be aimed at reaching viewers where they are – and where they are most likely to be engaged. They will be suited for an increasingly mobile viewing environment, and will borrow from the world of political campaigns, which increasingly utilize a combination of on the air, online, and on-the-ground efforts to reach and secure the loyalty of their supporters.

On the Air

Even in today's bifurcated and disruptive media environment, [numerous studies](#) show that what's on our air is still the most visible and most important part of what we do. It sets the IPTV brand, demonstrates who we are as a network and, more importantly, who Iowans are in ways that nothing else can. Every initiative we undertake should start at the television screen – and build from there.

Online

We will increase our abilities to engage our audiences online in ways that support our efforts on the air and on the ground. In addition, we will continue to utilize new media opportunities for the delivery of original content that expands the reach of our programming. Online resources have been critical to our work engaging targeted audiences like teachers, day care providers, and parents in the education of Iowa's youngest residents. They will become increasingly important in personalized viewer and member communications and support.

On the Ground

Beyond broadcast programming, Iowa Public Television needs to be physically present among the audiences we serve. Whether through coverage of a local symphony, a story time for kids in a small-town library, or a literacy camp for disadvantaged students, our on-the-ground efforts demonstrate our commitment to Iowa and help stand us apart from cable clones and other media wannabes who seek to wear the mantle of public service broadcasting without earning it. This unique local presence is something few others have and is critical to our success.

Our Goals

- Increase the value of Iowa Public Television by
 - Strengthening brand awareness and value among general and target audiences
 - Strengthening direct engagement with our viewers and members
 - Increasing audience use of our programs and services
 - Bottom Line: Reach of services held constant or slightly increased amidst increasing competitive pressures
 - 1,200,000 weekly television viewers as measured by 4 quarter average
 - 250,000 weekly television viewers, aged 2-11
 - 1,500,000 unique website visitors/year
 - IPTV video used by over 70% of state's teachers to support classroom instruction
 - Digital buildout complete, pending spectrum reallocation
 - Mobile television pilot and business plan proof of concept
- Secure sufficient revenues to
 - Maintain service at current levels
 - Support expanded activities
 - Bottom Line: Public and private financial support increased
 - FY 2011 Foundation fundraising at \$7,757,000
 - Friends membership at 60,000
 - FY 2011-2012 grant fundraising (incl. federal) at \$350,000
 - FY 2011 federal directed grant of \$320,000
 - FY 2012 state appropriation at \$7,756,417
 - FY 2013 state appropriation at \$8,074,514
 - FY 2013 federal CSG appropriation at \$2,622,074 (from FY 2011 CSG at \$460,000,000)
 - FY 2014 8.5 M capital campaign completed

How We Reach Them

Goal

- Increase the value of IPTV by strengthening brand awareness and value among general and target audiences

Strategies

- Develop year-round "Boots on the Ground" campaign
 - IPTV Service Club Speakers' Bureau featuring Network and Foundation principals
 - Board Members' Service Clubs, Young Professionals, Young Parents, Educational Conferences etc...
 - Puts a "face" on IPTV; allows target and general audiences to personally connect with IPTV; helps make up for any declines in viewership and budget-driven reductions in local program production
 - Average one speech/presentation per week, starting July 1, 2010
 - Scheduled for areas of strategic importance
 - Quad Cities, Council Bluffs, Dubuque, Sioux City
 - Use program talent for important target audiences
 - Increase personalized touch with major donors, face-to-face visits, phone conversations, event invitations. Track progress on moves management segment of Allegiance system.
- Protect the IPTV brand by ensuring that all communications efforts conform in look, style and message
 - Establish "bible" of key branding focal points
 - What makes IPTV different/better (worth watching and worth supporting)?
 - Statewide
 - High Quality/HD
 - Better than the rest
 - Locally responsive
 - More than just a local provider
 - Education for all ages
 - Committed to children
 - Raising Readers/Ready to Learn
 - K-12 Classroom Resources
 - GED Connection
 - Healthy Minutes
 - Healthy Hikes
 - Reading Road Trips
 - Political benefits
 - Independent
 - When some public media sources may not be
 - Powerful, Comprehensive, Valued by Millions
 - Good Return on investment

- Institute procedure by which all branding points are reflected everywhere
 - Air
 - Paid media
 - Publications
 - Advance
 - Signal
 - Direct Mail
 - Online design
- What We Can Learn From...
 - Reagan White House/Bush White House “Managing the Message,” PBS Newshour (link)
 - Obama Campaign "...exhibited discipline in everything it did—from messaging to font treatments to online networking," Creativity 50 (link)
 - WGBH brand protection of Antiques Roadshow Events
- Expand geographically and demographically targeted promotion
 - Develop procedures that make regular local communications efforts in all counties visited by IPTV production crews and educational outreach personnel
 - Create affinity-based promotion strategies to relate programs with specific topics to specific interest groups, including educators
 - e.g., NOVA tornado shows promotion to meteorologists, Science Centers etc..
 - Launch special communications efforts to state and federal agencies and interest groups whenever IPTV activities support key initiatives of those groups
 - e.g., Department of Education Enterprise plan; Department of Human Services; Department of Health literacy efforts
- Maintain special events and event marketing
 - 4 events per year tied to IPTV key programmatic targets that reinforce key branding points
 - Education for all ages
 - Children
 - KidsFest
 - Fair Booth
 - Raising Readers Library Corners
 - Raising Readers Learning Centers
 - IPTV Kids at the Zoo
 - Reading Road Trips
 - Healthy Hikes
 - Lifelong Learning/Lifestyle
 - IPTV Travel, trips 2x/year
 - e.g., England, National Parks
 - Concerts and Events showcasing signature talent
 - tickets used in pledge and general public
 - e.g., Red Green, Andre Rieu, Welk, Moody Blues, Celtic Women
 - Statewide
 - Iowa State Fair, Clay County Fair, North Iowa Fair

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- What We Can Learn From...
 - The [experience economy](#): "Businesses must orchestrate memorable events for their customers, proponents argue, and that memory itself becomes the product - the 'experience'."
- Bring stronger strategic focus to IPTV internal communications
 - Create weekly network-wide logistics reports: who goes where to do what?
 - Important information to use to promote before and brag afterward
 - Choose monthly staff meeting topics that inform IPTV staff about internal operations and environmental landscape
 - Reports from conferences attended by IPTV staff and key issues
 - e.g., PBS Showcase/Annual Meeting, NAB, Editorial Integrity, Cultural competency training
 - Re-establish quarterly GM breakfasts that serve as staff sounding board for IPTV management activities and staff initiatives
 - Pick quarterly Board meeting topics that relate IPTV activities to both media and government contexts

Goal

- Increase the value of IPTV by strengthening direct engagement with our viewers and members
 - Increased audience engagement with IPTV's content and services will beget audience loyalty and financial support.

Strategies

- Use Web 2.0, database marketing efforts and social media to develop stronger relationships with and increased support from IPTV viewers
 - Create bi-weekly ongoing blogs and twitter feeds about IPTV content from program producers and hosts; about the reasons behind programming decisions from IPTV General Manager; about major fundraising and membership initiatives by IPTV Foundation President etc...
 - Promotes interest in and transparency about program decisions to key IPTV constituencies
 - Create direct online communications with viewers and members with messages specific to their individual programming interests
 - Capture as much data as possible from every individual with whom we come in contact
 - IPTV Viewer Services
 - Foundation member services
 - streamline online giving
 - provide donor access to their own donor record
 - capture e-mail information
 - provide affinity groups with meeting place
 - IPTV and Foundation databases

- Network visitors
 - Create online "trusted space" where communities of common interests can engage with IPTV and each other; organized around key IPTV programs and events that reinforce key branding points
- What We Can Learn From...
 - Obama Web Strategist: Ditch the Newsletters (link)
 - Happy Holidays from Barack Obama (link)
 - Three Instantly Effective Social Media Ideas (link)
 - The Right Way for Media Companies to Create Social Media Policies (link)
 - Matures are Prolific E-Mailers, Online Shoppers (link)
 - Sinking Your Teeth Into Twitter and Facebook (link)
 - Online Engagement Has Deepened (link)
 - How Community Arts Organizations Are Using Social Media (link)
 - Why Non Profits Are So Good At Social Media (link)
 - What Are Station Websites Worth? (link)
 - Is Social Media Worth Your Time? (link)
 - PBS Kevin Dando for briefing
 - Barack Obama's Super Marketing Machine (link)
- Increase focus and use of viewer and member research.
 - Audience research: One to Many
 - Broaden research reach and regularly evaluate results for incorporation into ongoing activities and the development of new initiatives
 - Nielsen quarterly audience research
 - Ascertainment
 - Ad hoc research projects
 - Use online and new media tools for viewer research
 - What we can learn from...
 - Finding Utility in the Jumble of Tweeted Thoughts (link)
 - Constant Contact (link)
 - Viewer panels
 - Incorporate into more formal PTV "Town Meetings" that include ED/GM and IPTV principals
 - Generate press and public notice
 - Educational users and stakeholders survey
 - Member surveys
 - Lapsed member focus groups
 - Determine what results to seek and how best to report them
 - "Engagement" measurements (link)
 - "Total Contact" measurements
 - Nielsen ratings + Web stats + Viewer interest (letters, calls, tape purchases)
 - Viewer/Member research: One to One
 - Expand, or develop new, information databases that enable more personal communications with viewers and members

- Use planned Echelon services to match information with donor and prospects in Allegiance data base:
 - financial indicators
 - income
 - assets
 - demographic indicators
 - age, children, stage of life
 - This information can then be used to segment the member database and target major gift, membership and planned giving appeals appropriately.
- What We Can Learn From...
 - **Successful Farming Magazine**
"... we do know an enormous amount about our subscribers. Upwards of 300 data points on each subscriber. And since we are such a niche book we don't have a problem with much wasted circulation."
 - Scott Mortimer, *Successful Farming*
 - Key Steps to Micro Targeting (link)
 - Democrats Take Republican Database Model to Target Swing Voters (link)
 - The Audacity to Win by Obama Campaign Manager David Plouffe (link)
 - How Obama Won It With The Web (link)
 - Develop new tools for media engagement that move beyond simple outreach
 - Built upon models from
 The National Center for Media Engagement (link)
 Harwood Institute (link)

Goal

- Increase the value of IPTV by increasing audience use of our programs and services

Strategies

Arts

Maintain and Grow

- Performance programs by Iowa Community Symphonies

Develop

- Exemplary collegiate music concerts
 - Series of concerts featuring the state's premier collegiate musical programs. Funding would be arranged jointly between IPTV and the participating institution.
- Companion to PBS Arts Initiative
 - PBS's Kerger says one night per week will be all arts programming (link)
 Initially 4-6 pop outs year
 - Details in **NewsHour** Interview (link)

Children's

Maintain and Grow

- Healthy Minutes
- Healthy Hikes
- Reading Road Trips
- PBS KIDS Island Promotion
- SUPER WHY! Reading Camps
- Martha Speaks Reading Buddies
- Electric Company outreach

Develop

- Curbing Childhood Obesity
 - Earmark-funded Kids Clubhouse specials
- Additional and long term partnerships with strategically and politically important children's and family organizations
 - e.g., Science Center of Iowa, Children's Museums, Iowa Afterschool Alliance, Iowa Association for the Education of Young Children, United Way, Iowa Departments of Education, Public Health
 - Events
 - Reciprocal membership benefits
 - Gateway to millennial parents, the #1 segment of the online community

Current Affairs

Maintain and Grow

- Market to Market
- Iowa Press
 - Broaden roundtable participants to include
 - Iowa Independent (link)
 - More than "a blog," a respected reporting resource (link)
 - Iowa Public Radio
 - Iowa Politics.com (link)
 - Overhaul set
 - Address chemistry of panelists
- Special Events
- Condition of State
- Debates
- Historical Documentaries

Develop

- Additional current affairs programs to step into the void caused by demise of daily newspaper news commitments and the trivialization of electronic news
 - Intelligent Talk Television
 - Mesh the editorial content of ITTV with editorial content of ongoing programs and program schedule so that ITTV reinforces or is reinforced by other program broadcasts
 - Expand service by securing program exchanges or online arrangements with WGBH's [The Forum Network](#), Arkansas Public Television, [FORA TV](#)
 - Increase production value to make more suitable for IPTV.1 play, when guest or content warranted

- Titling, opens, editing for stronger editorial and storytelling
 - Follow up interview by program host
 - Rebrand as "Smart TV for A Smart State"
 - Borrow from pages of current marketing campaigns
 - IBM's "Smarter Planet" (link)
 - The Iowa Journal Special Reports
 - Quarterly multi-part "signature events" examining issue(s) of the day(s) or built around major PBS current affairs initiatives; these specials would be produced with content partners, including University graduate programs, and would make extensive use of Web 2.0 capabilities for audience engagement
 - Partners
 - Iowa Daily Press Association member newspapers
 - Only ones left doing real reporting
 - Iowa Independent
 - Graduate Schools of Journalism
 - Tied to collegiate intern programs
 - Iowa Politics.com
 - Iowa Public Radio
 - Use user and partner-generated content
 - Hyper-local civic journalism
- What We Can Learn From...
 - Colorado pubTV joins with local journalists for state news project (link)
 - 20 That Are Doing It Right (link)
 - KOCE (link)
 - Community Resource Institute, Oskaloosa (link)
 - 5 Recent Big Moves In Hyper-Local News (link)
 - MSNBC Buys EveryBlock (link)
 - NPR Gets \$3 Million for Hyper Local News Experiment (link)
 - Case Study: Washington Post and Loudon County A Newspaper Chain Sees Its Future, And It's Online and Hyper-Local (link)
 - Washington Post Ends Hyperlocal News Experiment (link)
- "Top Story" - debriefing w/ daily news reporters about the significant events of the day/week
 - Partners
 - Iowa Daily Press Association member newspapers
 - Only ones left doing real reporting
- What We Can Learn From...

- The Knight Commission on the Information Needs of Communities in a Democracy (link)
- Reconstruction of American Journalism (link)

Educational

Maintain and Grow

- Early Childhood Services
 - Ready to Learn/Raising Readers
 - Distribution of PBS TeacherLine professional development
- K-12 Services
 - Refresh K-12 content with new productions and program leases
 - Produce content to fill in gaps between content that is available and content that is needed. Example: ***Connections to Science***
- High School Package
 - Events
 - Jazz *
 - Marching Bands *
 - All State Music *
 - Cheerleading *
 - Terrace Hill Piano Competition *
 - Dance and Drill *

Develop

- Develop new mechanism for distribution of educational programming
 - Continue or scale back overnight block feed
 - Participate in PBS DLL Pilot to determine costs and likely funders of this digital delivery service
- Programs to increase use of IPTV - K-12 products
- New organizational structure for educational/high school video programming: all programs overseen by an Executive Producer to ensure maximum educational/instructional value is contained so that programs designed for educational use actually get maximum educational use
 - Works for hire for non broadcast
 - Some could feed broadcast productions
 - E.g. Teacher “Best Practices”
 - Programs that can help teachers in classrooms
 - Music “Masters Classes”
 - PBS Newshour Extra/News for Students and Teacher Resources
<http://www.pbs.org/newshour/extra/>
 - ***Connections to Science***
 - Programs that showcase student achievement
 - Odyssey of the Mind *
 - Academic Decathlon *
 - US First Robotics Competition (when it starts) *
 - Show Choirs *
 - Volleyball *
 - Wrestling *
 - Softball/Baseball *
 - *Are there elements within traditional events coverage that could be included

(or produced for web distribution) that would be of specific help to teachers, instructors, coaches

Lifelong Learning/Lifestyle

Maintain and Grow

- Woodsmith Shop
- Love of Quilting
- b. organic

Develop

- Gardening Series w/ August Home Publishing
 - 2011 Production of Gardening special for 2012 Springtime air and pledge
- In Your Backyard Iowa with Rob Welch
- Iowa Outdoors w/ DNR

Distribution

Signal Distribution

- Safeguard IPTV's interest in spectrum reallocation
 - Shared service w/ NETV in Omaha/Council Bluffs?
- Complete digital television facilities
 - Channel 11 power increase
 - Generators
 - Contingent on WARN ACT Funding
- NGIS Implementation
- Mobile video applications
- Translators
 - Dubuque
- Online content integration with broadcast programming to take advantage of near-to-the-market tv/computer combinations
 - What We Can Learn From...
 - ♣ Could This Finally Be the Season for WebTV? (link)
 - ♣ Google and Partners Seek TV Foothold (NYT) (link)
- Ensure IPTV Learns and IPTV World carriage on all cable systems, DISH and DirecTV
- Monitor all cable and satellite providers to ensure they honor NCTA and other relevant agreements; negotiate placement for IPTV digital multicast offerings

Program Distribution

- Centralize all aspects of national and VOD distribution of IPTV programs to NETA, APT, PBS, Mediacom VOD
 - Network not individual producer responsibility
- Develop and execute marketing/promotion/station relations plans for IPTV distributed product
 - Maximize program carriage to strengthen underwriter relations

Mobile

- Develop mobile pilot that plays to IPTV's strengths

- Kids
 - Safe place
 - Kids Clubhouse
- Lifelong learning
 - Ag/Extension
 - CEU's
 - Insurance
 - Nursing
 - Involve public and private partners
 - Training Companies
 - American Media
 - thousands of hours of existing content
 - ISU Extension
 - DHS
- What We Can Learn From...
 - TVs In Cars Forecast To Double By 2015 (link)
 - Mobile TV viewing patterns not what the pundits predicted (link)
 - Reflects consumers' ability and desire to watch programs full length

Online

Maintain and Grow

- Current commitments to schedule and local program information

Develop

- Strategy/mechanism to increase time spent viewing IPTV online content
- Run full length shows and fewer shorter clips
- Online viewer engagement initiatives to support engagement activities described herein

Video archive

Maintain

- Identify lessons learned from American Archive funded effort
 - Determine local use

Develop

- Process to harness value of IPTV's digital video assets
- Identify staff coordinator and working group
- Develop priorities
 - Identify most important programs of historical value, make copies, and store off site
 - e.g., Presidential Visits, Agnew Speech, Papal Visit
- Preserve legacy media
 - 1" and film
 - On air for current schedule
 - IPTV local content for use on air or on line
 - Historian/scholarly access
- Develop process
 - Enhance series and title descriptions
 - Strategies to migrate formats
 - Provide for long term preservation

- Develop formal relationships with similar collections at Wartburg, the University of Iowa, Palmer College

Goal

- Secure Revenues Sufficient To Maintain The Base and Support Expanded Activities

Strategies

- Increase operating revenues (for increased services) by doing things in ways that bring more value to the dollar spent
 - Continue cost savings steps called for by FY 09, 10 and 11 operational budgets
 - Overnight broadcasts stay dark
 - Division operating budgets remain flat
 - Incorporate Legislative mandates into operations
 - Span of Control of 1:14 and 1:15
 - Potential significant impact to IPTV, where current span is 1:10
 - IT Reorganization
 - Likely little impact
 - FY 2011 Budget reduction
 - 318 K
 - Get 50% of SERIP savings back for IPTV use in FY 2011
 - Staff reduction by 8 (secured 7) from resignation, retirement, transfer, layoff
 - Down 16.6 positions from 2004 ([link](#))
 - Hiring freeze continues

Implementation

- Jerry Grady retirement
Remains unfilled
Covered by reorganization and reassignment
- Mark Foust retirement
Remains unfilled
Covered by reorganization and reassignment
- Sara Frasher retirement
Remains unfilled
Covered by reorganization and reassignment
- Dave Pagel retirement
ICN duties remain in Educational Telecommunications
Marcia Wych and Debbie Fiscus absorb these duties
- Broadcast duties taken over by Operations
Lyn Loheed transfers from Network Control to Operations to absorb duties done by Dave Pagel
Jim Quint transfers to rotating Network Control shift
Implement unattended overnight Network Control
Allows status quo Network Control coverage for 6am-midnight (estimated)
- Melinda Gallagher resignation
Remains unfilled
Covered by reorganization and reassignment
- Rick Turner retirement
Remains unfilled
Covered by reorganization and reassignment
- Janice Winfield retirement

Remains unfilled

Covered by reorganization and reassignment

Pat Reeves

Executive Director secretarial duties

TBD???

Board Secretary and FCC License related issues (link)

Out of state travel authority

- Identify and implement additional cost saving measures and revise organizational structure for efficiencies, effectiveness, and relevance in current media environment
 - Cost savings
 - Near term: within next 12 months
 - Protect IPTV's financial interests in national budget and revenue setting policy reviews
 - PBS Dues Review
 - CPB's CSG Review
 - Conduct ongoing quarterly budget reviews w/ GM and Division Directors analyzing what we're spending, including what we're spending for program production
 - Identify additional long-term cost savings based on SABs data and staff recommendations
 - Cut program production costs
 - Tighten local program planning, make it more schedule driven with costs and revenue potential more clearly identified up front, and benchmarks identified at the start
 - Establish "base" of programs whose collective out of pocket costs do not exceed 420,000
 - Combine or consolidate local program database, PACE database, and programming long-lead document to aid in long-range planning
 - Content Committee to shape overall network content offerings (link)
 - Local program priority criteria
 - Mobile unit productions from remote locations and Studio III events
 - Booked far enough in advance to enable securing underwriting for cash out of pocket plus 20% of personnel costs
 - Keeps us focusing on the entire state; keeps IPTV visible w/ mobile unit; keeps people coming into our building; gives foundation long enough lead time for fundraising
 - Ensure that at least six major Iowa-focused specials are included in baseline production plans each year

- One special must originate in Davenport, Mason City, Sioux City, Council Bluffs important for service and spectrum arguments
 - Historical documentaries and fundraising specials
 - Cash costs fully underwritten
 - Ongoing weekly and limited run specials
 - Works for hire or full partnerships that come with funding built in
 - e.g., Mediacom cable, partnerships with Big Ten and Big Twelve nets and other PTV stations for shows we can share
- Develop two-tiered levels of production support to save money and allow expansion of online content for less expense

Studio

- Shrink support staff by one
 - TD directs or director TDs
 - Combine graphics and TelePrompTer
 - Use existing staff instead of freelance wherever possible
 - Producers or other staff who've run camera can substitute for short duration

Field

- Use "backpack" technology with single producer/reporter/videographer
 - Applications
 - Feature reports in weekly programs and specials where the nature of the story allows it
 - e.g., Live from the Java House, World Canvass, Intelligent Talk TV, The Iowa Journal Specials
 - What We Can Learn From...
 - Consumer Gear, Media Enhance TV ENG ([link](#))
 - The Shot Heard 'Round the Industry. Backpack Journalism on the Rise ([link](#))

Remote

- Cut number of days
- Cut rehearsal time
- Cut number of cameras
- Produce more live-on-tape to cut post
- Cut number of staffers on remotes
 - Don't send a TD on post produced music shows
 - ISO the cameras, add the directors track to track 3
 - Don't need operator on a wide shot camera
 - Use existing staff instead of freelance wherever possible

Support

- Eliminate separate activities for transcripts and captioning
 - Production transcripts for long form and special projects only; no production transcripts for weekly programs
 - What We Can Learn From...
 - Dragon Naturally Speaking
Dragon Dictation (link)
 - Outsourcing as a path to profitability (link)
 - \$1/minute for commercial transcripts; less if overseas
 - Evaluate the need for full transcripts on line instead
 - Are there full searchable transcripts for FORA.TV, YouTube, PBS Online
 - Use caption file to generate transcripts if transcripts are warranted online
 - Will the new captioning software allow transcripts and closed captions to be generated simultaneously?
 - Train Gretchen and Tiffany to caption, saving \$450/week in caption costs
 - Reduce overtime by increased use of the variable schedule
- Determine if we are spending the right amount of money in the right ways for online activities
 - Suspend redesign until reporting responsibilities and location of services are determined
 - Use PBS services if they a) save money; b) save time; c) offer greater return on our investment
 - Cove
 - Success Stories
 - KCPT
 - OPB
 - KLRU
 - PBS Engage
 - Merlin

- Determine what should be done in-house, and what should be outsourced or traded
 - DVDs
 - Web hosting
 - Web design
 - Bean Creative <http://www.beancreative.com/>
- Reduce Advance costs further
 - Opt in PDF version of the program guide. Make interactive and drive people to web for more information and online viewing.
WUFT saved 40k
- Use web-based software to reduce IT licensing costs, netbooks to replace desktops?
 - What We Can Learn From...
 - Microsoft Office WebApps (link)
 - Microsoft and Facebook Team Up for Attack on Google Docs (link)
 - Google for Non Profits (link)
 - IPTV Test Site (link)
 - Non Profit Gives Itself a Digital Makeover (link)
 - Five Ways the new Google Docs speeds up teamwork (link)
 - Google Apps for Education (link)
 - How Cloud Computing Is Changing the World (link)
 - Google Blog (link)
 - Integration with Microsoft Office (link)
 - Replace desktops with netbooks for word processing and online research
- Sell Sioux City transmitter house and property
- Reduce or eliminate off-site storage
- Reduce subscriptions network wide
 - Savings up to: \$8000
- Change printer fonts to save ink, or put cost-accounted governors on photocopier machines and printers (link)
- Cancel or curtail or partner with Associated Press
 - Contract expires Sept. 2011
 - Savings: up to \$60,000
- Expand telecommuting policy (within allowances set by state) to allow more work from home and reduce pressure on facility
- Explore feasibility of vacating 6535 by 8/31/12
 - Savings: \$300,000 annually
- Staff consolidation into 6450
 - Organize physical space to reflect reorganized staff
 - West conference room as Manager of Local Programming office

- DTV room as General Manager's office
- AEA space
- Organizational structure
 - Change division names to better reflect current functions
 - Administration to Administration and Finance
 - Communications to Communications and Community Engagement
 - Educational Telecommunications to Educational Services
 - Engineering and Technology
 - Programming and Production to Programming, Operations and Production
 - Executive Director and General Manager
 - Communications and Community Engagement
 - Transfer online oversight to Communications and Community Engagement to better support increased network-wide community engagement efforts
 - Recognizes that online is as much a one-to-one engagement tool as it is a one-to-many communications tool
 - Collaboration with Educational Services for handling educational online content, information, engagement needs, instructional design, contracted educational web and instructional design services. Instructional designers retain their educational outreach responsibilities and duties.
 - Educational Services
 - Marcia Wych will conduct her ICN classroom scheduling and related ICN responsibilities at the front desk
 - Deb Fiscus becomes Administrative Assistant for all division
 - Programming and Production
 - Production
 - Creation
 - Production units organized to
 - best support key content Initiatives
 - refresh and reinvigorate working relationships
 - strengthen creative and editorial oversight at the Sr. Producer level and address span of control concerns
 - Main Program Thrusts
 - Current Affairs
 - Nichols

- Education, Lifelong Learning, Children's Programming and Contracted Services
 - Huey
 - Fundraising Programming, Special Projects and Special Events (Arts)
 - Huey
- Producer Responsibilities
 - Program development and execution
 - Determine response to community needs through participation in formal ascertainment processes and by attendance at industry, trade association and professional conferences.
 - Program budgeting
 - Program information
 - Program promotion for Communications and Community Engagement
 - Key producers and program talent contractually obligated to work Festival and participate in "on the ground" promotional activities
- Administration and Support
 - Staff and Fax Scheduling
 - Staff cross training program so all editors, technical directors, audio technicians are competent in three main aspects of production: audio, video, technical direction
 - Production Secretaries
 - Production AA
 - Production Database
 - Wayne's AA
 - Production contracts
 - Production Secretary/Transcripts/Secretary
 - Facilities and House Coordinator
 - Production satellite scheduling
 - One form with double-checks by July 1
 - Facilities Scheduling
 - Back-up camera operator, prompter and light operator
 - Full-time internship program
 - Support for expanded production and air operations
 - Training for future IPTV employees
- Programming
 - Video Archive Project TENT

- Program Distribution
- Long Term Needs
 - Contract compliance officer
 - Centralize contracts to ensure better tracking and oversight
 - Master calendar for board meeting approvals: lease expirations; contracts; after-market payments and receipts
 - Increased importance in digital world where digital rights management will be more complex
 - Manager, Grants and Contract Relations (link)
 - Integrates contracts and works for hire more fully into operations
 - Increase diversity of IPTV workforce and program participants
 - Step up diversity recruitment
 - African-American and Hispanic media
 - IPTV programs and the people who make them should look like the state in which we live
- Secure sufficient funding in annual State appropriations to meet Iowa Public Television's operational needs
 - Maintain status quo in FY 2012 and restore 4% to FY 2013 appropriations
 - Regular online communications to lawmakers directing them to IPTV.org
 - Meetings and IPTV network tours with GOP and DEM candidates for Gov and Lt. Gov post August 1
 - IPTV and Foundation Board involvement
- Increase Foundation support of the network by 4 percent annually
 - Raise \$5.307 M in membership support 2010-11
 - emphasize increasing basic membership numbers
 - develop video-based targeted donor communications effort
 - Behind the Scenes
 - Interactive Why I Support
 - Kids Clubs
 - Video versions of "The Signal"
 - strengthen affinity groups (Kids Club, Britcom Club, Leadership Circle, volunteers, Legacy Society, travel participants)
 - Raise \$1.8M in corporate support 2010-11
 - use expanded sponsorship (web, other) to upgrade revenues
 - convert existing business partners to underwriters
 - work with production staff to have long lead on local productions and optimize underwriting .
 - retain 80% of existing underwriters
 - increase acquisition revenue to \$200,000 annually

- Raise \$650 K in major and planned gifts 2010-11
 - contract for donor research services and incorporate information into full database.
 - target top 100 prospect families for major giving
 - target planned giving prospects according to age, longevity of giving to IPTV, and other affinity indicators
 - utilize July '10 increase in rates to market gift annuities
 - add to endowment fund corpus through planned gifts and sustaining to increase revenue stream

- Complete \$8.5 million Capital Campaign
 - complete leadership phase
 - Regional Program Funds
 - Southwest Iowa
 - Bedell Fund for NW Iowa
 - Quad Cities Production Fund
 - Eastern Iowa Program Fund
 - major donor calls
 - move into public phase with challenge gifts.
 - add to program opportunity fund to increase resources available for program development.

- Increase Sustaining membership (members who make automatic monthly gifts) by 20% through successfully tested telemarketing plan.

- Practice good active stewardship of endowment funds to assure optimal return

- Continue to attract and retain respected, talented, diverse and influential members to the volunteer foundation board of directors

- Sustain or increase federal support for public broadcasting's ongoing needs nationally
 - Create new case for federal support
 - Delivering social returns...health, education, jobs,
 - Members of Congress visit in each district IPTV and Foundation Board involvement
 - Event for APTS Honoree Tom Harkin ?
 - Members of Congress visit in Washington
 - IPTV and Foundation Board leadership involvement
 - Regular online communications to lawmakers directing them to IPTV.org

- Increase funding for special projects
 - Continue aggressive grant-seeking program for every possible activity (link)

- Develop appropriate R & D support staff within content divisions - training: how to demonstrate impact in a grant application
 - Add editorial/copy editing support to grant application process
 - Secure federal grant for special initiative
 - IPTV Kids Clubhouse Curbs Childhood Obesity in Iowa
 - Public Education provision of Health Care Reform Act
 - Partnership with University of Iowa College of Public Health
 - Partnership with AARP
- Secure revenues from ancillary uses of IPTV products and services beyond state government
 - DVD sales
 - \$15K/yearly in Phoenix
 - Pays for SODAK high school events
 - Foreign rights licenses
 - Archive Jazz and Blues Maintenance Shop series
 - Video tape library stock footage licensing
 - Rental of transmitter/translator land for wind generators
 - Mobile DTV applications for
 - Insurance
 - Extension
 - Centralcast for border stations in neighboring states
 - Market TeacherLine online professional development courses
- Identify revenue-generating services that could be provided by IPTV to other state agencies
 - Code change necessary in 2011
 - PSAs
 - Training tapes
 - Online content delivery
 - Online course development and instructional design consultation
 - DVD authoring
 - Contract to manage Web activities for public entities if cost + could be recovered
 - Engineering/transmission services for Iowa Public Radio
Stepping stone to greater collaboration/consolidation?
- Develop new funding models
 - What We Can Learn From...
 - Public Media: 7 Ways To Monetize Quality TV ([link](#))
 - Consumers pay for content
 - Future Revs: Paid Video Boon To TV Producers ([link](#))
 - It's Official: New York Times to Charge for Online Content ([link](#))
 - Consumers Will Pay For News if Unique, Not Yet Known ([link](#))
 - Changing Models: A Global Perspective on Paying for Content Online ([link](#))
 - Public "investors" in documentary productions
 - Kickstarter ([link](#))
 - Text giving
 - Text-giving for pubcasters: learn from those who've tried it ([link](#))
 - Outsourcing underwriting

- Public Radio Partners
 - <http://www.marketengenuity.com/engenuity-outsourcing/clients.php>
 - Georgia, TPT
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