

# **Renewing the Promise**

Iowa Public Television Expands Its  
Commitment to Iowa

June, 2004

*We shall not cease from exploration  
And the end of all our exploring  
Will be to arrive where we started  
And know the place for the first time.*

Four Quartets

- T.S. Eliot

## **Iowa Public Television's Purpose**

Television programming, in all its forms, is the most powerful media of our time. As a part of our lives each day, it provides a lens through which we see our world. At its best, it gives us insight and inspiration, companionship, comfort, fulfillment, and growth. On behalf of all Iowans, Iowa Public Television uses the power of this and other forms of public service media to educate, inform, enrich, and inspire with noncommercial, unique, and trusted programs and services that engage individuals and communities across Iowa.

## **Iowa Public Television's Mission**

To educate, inform, enrich, and inspire Iowans.

## **Iowa Public Television's Vision**

Iowa is at the heart of Iowa Public Television.

We will be a vital and important part of the lives of Iowans of all backgrounds, all generations, and all walks of life. We reach all of Iowa with our broadcast signal; similarly, our programs and services are aimed at all those who live here.

Iowa's youngest residents — and their parents and teachers, grandparents and caregivers — will view us as a key part of their learning lives. We will provide them with trusted quality children's services that educate and entertain them, encouraging them to be part of a broader community.

We will engage learners with interactive educational tools through their early childhood programs, schools, and teachers, taking them on trips that enhance learning.

Iowans will turn to Iowa Public Television as their preferred source for information about the state they call home. Through interactive Internet and the Iowa Communications Network (ICN)-based virtual field trips to Iowa landmarks; simultaneous television programming about our legislature, our communities, our athletes, and our musicians; and through educational opportunities that go beyond our broadcast, Iowans will look to us as their partner in their quest for community and lifelong learning.

We will be a key source of information about Iowa, a hub for civic discourse, a center for community engagement, and a leader in Iowa's future.

## **Iowa Public Television's Guiding Principles**

The people who work at Iowa Public Television — staff and volunteers — share the following beliefs.

We believe that:

- As broadcasters and educators, we hold a public trust with the people of Iowa.
- Television can be a force for good, and we will exercise its use with integrity.
- Public television should be available to everyone in the state.
- Our programs impact viewers' lives, and the worth of the programs is determined by their use, their quality, and the service they provide to their viewers.
- The people who make public television and the people who watch it will be treated with dignity and respect.

## Initiatives for Iowa

**F**our decades ago, American author and essayist E.B. White had a provocative vision for a public television system that at that time was little more than an idea.

*“Noncommercial television should address itself to the ideal of excellence, not the idea of acceptability... [it] should arouse our dreams, satisfy our hunger for beauty, take us on journeys, enable us to participate in events, present great drama and music, explore the sea, the sky and the woods and the hills. It should be our Lyceum, our Chautauqua, our Minsky’s and our Camelot. It should restate and clarify the social dilemma and the political pickle. Once in a while it does, and you get a quick glimpse of its potential.”*

Since it began its service shortly after White penned those remarks, Iowa Public Television has successfully created the world that he envisioned — a special place of educational, enlightening, and entertaining programming free of political influence or commercial consideration. Every day it opens for Iowans a window to their world, allowing each to sample and share in the lives of others. For nearly one million viewers each week, Iowa Public Television is a neighbor, a teacher, a partner, a friend.

Good enough?

For the world into which public television was born, most certainly. But perhaps no longer good enough for the world in which it now lives.

Then, public television was the sole alternative among the few. And the wave of public, governmental, and foundation support for its services was ever building.

Not so today.

An unparalleled explosion of choice in the commercial media marketplace, flat-to-shrinking support from all of public television’s traditional funding sources,

*“We’re about to go through some of the toughest [times] we’ve seen...”*

— PBS President Pat Mitchell

and a federally mandated and extraordinarily expensive conversion to digital broadcast technologies have collided and placed in jeopardy the future of the important public services Iowa Public Television provides.<sup>1</sup>

Faced with these challenges, Iowa Public Television has two choices: (1) hunker down and hope that the future goes away, or (2) reexamine its services, redeploy its resources, renew the promise it made 35 years ago, and expand its commitment to the citizens of Iowa.

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<sup>1</sup> See “IPTV Environmental Scan,” Appendix B.

Not to decide is to decide, as theologian Harvey Cox once observed.

So Iowa Public Television chooses the latter.

Iowa Public Television proposes a set of three major program and service initiatives for Iowa — backed by comprehensive support activities — whose successful implementation will be the critical components of IPTV's future service to the state.

Each initiative builds upon a known Iowa Public Television (IPTV) strength or takes advantage of significant opportunities.<sup>2</sup>

Each answers a present or future need.

And, of critical importance, each has service to Iowa at its center.

### **IPTV'S INITIATIVES FOR IOWA**

- **IOWA'S CENTER FOR COMMUNITY, CIVIC, AND PERSONAL ENGAGEMENT**
- **IOWA'S CENTER FOR DIGITAL HIGH-DEFINITION TELEVISION PRODUCTION**
- **IOWA'S CENTER FOR LIFELONG LEARNING MEDIA**

As these initiatives take root, each will grow to become inseparable from the image of Iowa Public Television itself. After time, the initiatives and the public media network that gave them their birth will be viewed as one and the same.

It is against the intention and purpose of these three initiatives — the main pillars of Iowa Public Television — that all IPTV activities hereafter will be calibrated. Those that measure well will be pursued alongside the new ideas explained below.

Crucial for the successful creation of these **CENTERS** will be an ongoing series of collaborations and partnerships among Iowa's public broadcasters (TV and radio) and the state's many civic, cultural, and learning institutions whose target audiences parallel IPTV's — learners of all ages (but especially young children and their parents), the civically active and engaged, those in or near retirement. Wherever appropriate, partnerships with these organizations will form the foundation of IPTV's future programming efforts.

Here's why.

To Iowa Public Television, these organizations bring considerable content. To the organizations, Iowa Public Television brings unmatched experience and a proven

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<sup>2</sup> See "IPTV Strengths, Weaknesses, Opportunities and Threats," Appendix A.

position of trusted leadership in the creation of public and educational media. These relationships can give real life to the often-only-academic concept of organizational synergy.

Here's how.

Working together, the partners can strengthen their service to Iowa by creating media that increase engagement with communities of common interests. They can contain costs and find more money for their missions by sharing content creation responsibilities across institutional boundaries. And they can take advantage of unprecedented opportunities brought by IPTV's conversion to digital television to enhance knowledge and create a more informed, productive, and participatory citizenry.

Ad hoc at the start, the partnerships can grow to become systemic if it's in the best interest of the partners to do so.

## Iowa's Center for Community, Civic, and Personal Engagement

Iowa Public Television will be Iowa's town square, with programs and community services that reflect Iowa's values, respond to its needs, and showcase

Iowa's unique events and activities. It will do more and be more than today — convening communities of common interests where they exist (or where they should), using the communication tools of television to help create the understanding necessary to bridge the distances that too often exist.

*"There is really only one thing that can be the voice of Iowa, that can unite this state, and it's public television... You go into every household in the state...As you consider your future, I don't think you should consider it very, very narrowly about television. I think you should look at it upon what is not only your role and your opportunity, but what is your duty to the state of Iowa?"*

— Michael Gartner

*"We are the last locally managed, owned, community-connected media institution in most communities."*

— PBS President Pat Mitchell

*"What makes us different is our local Iowa programming."*

— John Blong

*"Your statewide reach gives you muscle; your programming can create a sense of community in Iowa."*

— Robert Ray

### Strategies in Support of the Initiative

**GOAL #1: DEVELOP THREE NEW LOCAL PROGRAMMING SERVICES, LAUNCHING ONE EVERY 15 MONTHS STARTING JANUARY 1, 2005.<sup>3</sup>**

- ***Iowa on Demand***<sup>4</sup>

In this partnership between Iowa Public Television and the state's major cable Multiple System Operators (MSOs), IPTV will provide some of its current and archival local programming for use as a Video on Demand (VOD) service for digital cable subscribers. In exchange, IPTV would receive financial compensation and/or production and promotional services.

VOD is a service that allows digital cable subscribers to access the

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<sup>3</sup> Note that some of the programs considered for this initiative will also fit the *HDTV Showcase* strategy described in Initiative #2 and the *Iowa History* strategy described in Initiative #3.

<sup>4</sup> Linked to Initiative #2, "Iowa's Center for Digital High-Definition Television Production" below.

programming they want to see when they want to see it. It allows users to access the content at times convenient for them.

Beyond the promotional benefits to Iowa Public Television, this service is of value to IPTV because it exposes Iowa content to additional audiences in a viewer-friendly format.

Cable MSOs would likely pay for the distribution. But the out-of-pocket (personnel) and cash (rights) costs to secure VOD rights could be expensive.

- ***How-To Iowa***

A six- or thirteen-part series produced in partnership with or on contract for a major Iowa publisher (Meredith, August Home Publications) to provide instructional material about a major hobby or home activity. While produced to meet Iowa interests, the series would be distributed nationally, from which production-cost recovery would occur. Cash cost per episode is estimated to be \$5,000.

- ***Iowans Making a Difference***

A series of specials that would help make Iowa Public Television an important part of people's lives by helping define and reflect the shared experience that is Iowa. The programs would focus on the people who have been shaped by the state and the people who have made Iowa what it is. The objective of the series is to inspire Iowans, develop pride in Iowa and its citizens, foster participation in the community of Iowa, and increase IPTV's viewership.

The series will grow to become a monthly television showcase about a diverse group of people who have played a role in the life of the community of Iowa, the nation, and the world.

Depending on the subject and treatment, the cash costs will range from \$30,000 to \$300,000 per title.

**GOAL #2: RESEARCH AND DEVELOP PROPOSALS FOR AND TEST THE PROGRAMATIC AND FINANCIAL FEASIBILITY OF THE FOLLOWING THREE MAJOR DIGITAL BROADCAST PROGRAMMING INITIATIVES.**

**PROPOSAL DEVELOPMENT WOULD RUN FROM JANUARY 1, 2005, TO DECEMBER 31, 2005, WITH FUNDING ASSESSMENT CONCLUDING JULY 1, 2006.**

- ***Intelligent Talk***

A program strand (consisting of a few titles arranged in program blocks) that could grow into a full-service digital channel (an Iowa C-SPAN).



*Intelligent Talk* will feature major presenters at Iowa colleges and universities, captured on tape by their communications departments. At times, and at its discretion, Iowa Public Television would provide either personnel and/or facilities to assist in the production of the programs. The idea is that the educational institutions would gain access to “real-world” broadcast professional mentoring for their students, and IPTV would gain access to noteworthy speakers for air. Over time, the strand would grow in both volume and reach to include speeches and lectures at more than two dozen additional Iowa venues (chambers of commerce, hospitals and medical centers, museums, libraries and bookstores, trade associations, nonprofit organizations, faith-based organizations, and public interest groups).

While the start-up costs of developing a few titles for this service would be small, the cash cost of developing it into a 24/7 service is not — with estimates starting at \$350,000 annually.

- ***Making Sense of the State***

Provide nightly information and perspective on the news in Iowa, produced in partnership with Iowa’s public radio stations and daily newspapers, and making use of the interconnection capabilities of the ICN and private telecommunications providers deploying fiber to homes.

The successful development and launch of a statewide news program is a massive effort that would be undertaken in three stages: Web site deployment; weekly deployment; nightly deployment. The benefits are considerable. No other media in the state are considering such a publishing or broadcast undertaking. The effort could make the state more cohesive and allow IPTV to do some of the things it does best — provide perspective on news and civic issues and, as Columbia University Professor John Dinges says, “adjudicate disputes.”

The cost is considerable, too, estimated at \$1.5 million annually for a nightly program.

- ***Connecting Iowa***

A series of specials connecting Iowa to Iowans and Iowans with one another, ***Connecting Iowa*** will have a regular broadcast presence, optimally scheduled once per month, and optimally broadcast live. In its first two years, the series will include coverage of The World Food Prize, National Special Olympics, Iowa State Fair, and Mississippi Valley Blues Festival. Cash cost per program title is estimated at \$10,000. Cost per limited series title is estimated at \$30,000.

**GOAL #3: DEVELOP PARTNERSHIPS WITH PUBLIC SAFETY ORGANIZATIONS TO CREATE AND DISTRIBUTE EMERGENCY INFORMATION TO FIRST RESPONDERS.**

**SECURE ONE NEW PARTNERSHIP AND SUCCESSFULLY DEPLOY ONE DEMONSTRATION PROJECT IN CENTRAL IOWA (KDIN) AND NORTHWEST IOWA (KSIN) BETWEEN JULY 1, 2004, AND JUNE 30, 2006.**

Iowa Public Television will use its digital bandwidth to deliver emergency service information for state and federal homeland security officials. This information will be targeted to first responders and will include bulletins relating to health and safety issues during times of national and local emergencies.

The Iowa Department of Homeland Security is very interested in this technology and is working with various Iowa corporations and local emergency service organizations to participate in a pilot project.

It is estimated that IPTV's partners would fund the operating costs for the development of this technology and perhaps for the overnight operation of IPTV's transmitters to maintain a 24/7 presence. Cash costs for IPTV's assistance in developing the demonstration project is estimated at \$10,000.

## Iowa's Center for Digital High-Definition Television Production

**I**n a state where few television programs are made locally (even a local newscast in one Iowa community is produced in another), it is up to Iowa Public Television to provide programs about Iowa for Iowa.

Nobody else will.

And it is increasingly important for those programs to be produced and provided in high-definition television (HDTV).

Nobody else will do that either.

*"IPTV is in the lead position on HDTV. It is the only entity that is producing local programming in that format. There is an opportunity here, a marketing opportunity, to capitalize on that."*

— Grant Price

*"Iowa Public Television is the premier group for good strong educational entertainment."*

— Susie McDermott

*"Entertainment and education are not mutually exclusive."*

— Peggy Whitworth

Absent HDTV programming about Iowa, the state and its people and its politics and its culture will be invisible in the new digital television environment, where most prime-time programming will be produced and distributed in high definition. That means that Iowans who are investing in digital television receivers won't find anything about home when they search for something to watch.

To meet that need, the network that is already Iowa's primary producer and distributor of high-definition television programming will expand its services to become the center for HDTV production in the state.

### **Strategies in Support of the Initiative**

#### **GOAL #1: PRODUCE AND BROADCAST ONE HIGH-DEFINITION TELEVISION SPECIAL ABOUT IOWA PER MONTH BEGINNING JANUARY 1, 2005.**

- *The Iowa High-Definition Television Showcase*<sup>5</sup>

This will be the name of the broadcast series where IPTV's HDTV productions are exhibited. It will appear in prime time in each monthly schedule and will be repeated frequently, so that its combined exposure will create a "big footprint" that reaches a large audience and will further

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<sup>5</sup> Note that some of the programs considered here will also fit the goals outlined in Initiative #1, "Iowa's Center for Community, Civic, and Personal Engagement."

the public's awareness of IPTV's demonstrated leadership in HDTV broadcast production in the region.

IPTV is already producing HDTV material. None of Iowa's commercial broadcasters are planning that, at least in the near term. This gives IPTV a competitive advantage position that should not be squandered. The network should produce everything in HD and downconvert those things that don't need to be televised in HD.

Additionally and importantly, IPTV's demonstrated expertise in HDTV production will make it an attractive partner (or contractor) for commercial broadcasters' and cablecasters' occasional interest in producing local HDTV material. Such arrangements will help defray costs while providing programming for IPTV's air, as well as the broadcast airwaves of others.

Though the programs featured in the *Showcase* will be of varied content, each will have common threads: they will allow Iowans to clearly see the faces of their families, friends, and neighbors in our on-air programming; or they will enable viewers, regardless of where in the country they live, to see Iowa's natural beauty and experience its cultural magnificence.

*HDTV Showcase* programs' cash cost will range from \$12,500 (for field-produced documentary production) to \$50,000 (for remote mobile-unit event production). But there are considerable benefits in enhancing the competitive position of Iowa Public Television.

**GOAL #2: ENSURE THAT IPTV HDTV PROGRAMMING IS AVAILABLE TO CABLE SUBSCRIBERS THROUGHOUT IOWA BY SECURING AGREEMENTS WITH CABLE MSOs.<sup>6</sup>**

Sixty-four percent of Iowans use cable television to receive IPTV programming. Because of this, cable carriage of IPTV's HDTV signal is of the highest importance. Absent a federal "must-carry" rule requiring such carriage by cable operators, IPTV will need to negotiate for it with cable providers, or become party to agreements conducted by PBS.

Additionally, if the cable providers agree to carry IPTV's full HDTV bandwidth, in doing so they will have allocated sufficient space to carry IPTV's multicast and datacast services. In other words, HDTV carriage opens the door for carriage of the rest.

There is little cash cost for this project; it will require some personnel expense for cable liaison duties.

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<sup>6</sup> Current technology limits IPTV's ability to offer HDTV programs to satellite providers; when technology makes such offerings feasible, IPTV will investigate this possibility.



## **Iowa's Center for Lifelong Learning Media**

**I**magine: One place where any Iowan can access quality digital educational media from home, school, or place of work.

Without question, this is a big deal — often hoped for, but rarely realized.

It will be in Iowa. Because Iowa Public Television will see to it that it's done. Coordinating such activity is one of the ways that Iowa Public Television will broaden and deepen its relationship with the state's educational community, increasing its service to learners of all ages.

Long a powerhouse of educational media services, the network will launch a series of new programs that take advantage of its special expertise in distance learning, educational video production, and interactive multimedia development — plus its unique role in serving all of the state's myriad educational interests.

### **Strategies in Support of the Initiative**

**GOAL #1: DEVELOP AND LAUNCH IPTV'S MULTICAST PROGRAMMING SERVICES FOR IPTV'S DIGITAL BROADCAST CHANNELS.**

**DEVELOP PROGRAMMING SCHEDULES FOR AND TEST ONE OF THE FOLLOWING PROGRAM STRANDS OR CHANNELS EVERY SIX MONTHS, BEGINNING JANUARY 1, 2005.<sup>7</sup>**

- ***The Lifelong Learning Channels***

There are four distinct genres for the Lifelong Learning Channels:

- 1) Children's programming (targeted toward small children and older children at times),<sup>8</sup>
- 2) Informal Learning and How-To (general audience, including programming specifically addressing senior citizen interests);
- 3) Formal Learning (for educators and students, those seeking continuing formal education and training, and those who enjoy academic pursuits);
- 4) The Public I (all-Iowa channel, for general audiences).

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<sup>7</sup> Note that some of the programs considered in this Initiative (#3) will also fit the goals outlined in Initiatives #1 and #2.

<sup>8</sup> Current viewing patterns suggest that programming for children 2–5 will be well-watched. However, new trend research from the Corporation for Public Broadcasting indicates a possible competitive advantage to be gained from focusing on the needs of children 6–8.

Even though each has its own target audience, some of the content will be used on more than one channel, as appropriate. There are extensive formal partnership possibilities for these services with Iowa’s educational institutions and state agencies.

Iowa’s demographic trends clearly indicate the potential target audiences for these channels. And while there is some commercial competition in some of the program genres contemplated by these services (*how-to, education, and children*), an extensive scan of current offerings indicates that channels devoted to *seniors* and *Iowa* (called ***The Public I***) would be unique. The ***Lifelong Learning Channels*** will provide extensive partnership and promotional opportunities, as well as a strong argument for cable carriage of IPTV’s full digital bandwidth.<sup>9</sup> Separately and together they will help IPTV maintain its leadership role in providing public service programming that isn’t available elsewhere.

Programming from PBS (***PBS Kids, PBS U***) will provide the initial bulk of channel offerings and will be used in an attempt to hold down costs. Even though development will be gradual, it is estimated that the ***Lifelong Learning Channels*** will require additional staff and start-up costs of \$50,000.

**GOAL #2: DEVELOP DISTRIBUTION SYSTEMS FOR NONBROADCAST DIGITAL CONTENT FOR EDUCATIONAL USE.**

Working with Iowa’s Area Education Agencies, higher education institutions, the Department of Education, and the State Library, create by January 1, 2005, an access point for digitized educational materials. Materials will include Web-based and

datacast courses, online catalogs of instructional materials, video resources, databases of educational media content, and professional development opportunities. The network and its partners will produce content designed specifically to meet the needs of Iowa educators and learners.

*As multimedia become more and more important in education, schools are a terrific place for public television. But we have to connect better with the classroom and what’s going on in the classroom between the teacher and the student. Because I think there are ways that we can become much more valuable and build on our success.*

— Andy Russell, Sr. Vice President, The Corporation for Public Broadcasting

**GOAL #3: CREATE IOWA-BASED DIGITAL CONTENT FOR EDUCATIONAL USE.**

By January 1, 2005, launch elements of “The Iowa History Project” for general audience and K–12 teachers’ and students’ use.

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<sup>9</sup> See “HDTV Cable Carriage,” Initiative #2.

Using HDTV broadcast presentations, online, and datacast learning activities, the project will reach an audience of approximately 317,000 students — plus thousands of Iowans who will watch the prime-time telecasts. Iowans will gain from this series an understanding and appreciation of the value of the state's traditions.



## **Funding Iowa Public Television's Promise to Iowans**

If these initiatives are in fact to become the critical components of the network's future service to the state, three things must happen: Financial, personnel, and facilities support must be appropriate to the tasks. Increased financial support for the network will come from traditional funding sources outside the building, and also from "found money" gained through more efficient operational procedures.

*You can't be strong journalistically  
if you are not strong financially.*

— Michael Gartner

The organization must move to another level of telling the mission story, making connections to other partners in the work and securing meaningful, new investment.

### **Strategies in Support of the Initiative**

#### **GOAL #1: SECURE ADEQUATE FUNDING FOR THE TASKS**

- Increase annual foundation giving by 4 percent per year through major gifts from individuals, foundations, and corporations and expanding the planned giving program.
- Develop the case for support and complete a capital campaign feasibility study by December 31, 2005, to address the need for production and distribution expansion and modernization, and to endow the work for the future.
- Secure sufficient funding in annual state appropriations to meet Iowa Public Television's operational needs.
- Increase funding for special projects.
- Secure capital funding to replace six analog transmitters.
- Sustain or increase federal support for public broadcasting's ongoing needs nationally.

## Organizational Effectiveness

**T**o support the goals described herein, Iowa Public Television must improve its organizational effectiveness. Personnel and facilities support must be appropriate to the tasks, and more efficient and effective operational procedures will need to be employed. In addition, the goals must be aggressively researched, and the efforts must be effectively communicated — and the efforts that accompany their pursuit must be transparent, open for all to see.

*Without a sense of how we want to be together in this enterprise, in this mutual endeavor, in this community of work, we will have no framework for how we will behave toward one another. Without a framework, the culture will sort of evolve on its own and, predictably, will become dysfunctional from time to time, if not all the time.*

— James Autry

### **Strategies in Support of the Initiative**

**GOAL #1: INSTITUTE BY OCTOBER 1, 2004, A FORMAL PROGRAM AND PROJECT DEVELOPMENT PROCESS THAT IS NETWORKWIDE IN SCOPE AND THAT RECOGNIZES AND RESPONDS TO THE IDENTIFIED NEEDS AND INTERESTS OF IPTV'S VARIOUS AUDIENCES.**

**THE PROCESS WILL HAVE TWO COMPONENTS: RESEARCH AND PLANNING.**

- ***Research***

The point of the research component will be to inform program and project decision making to help provide a ready answer to the question “Who are we doing this for and why?”

To that end, Iowa Public Television will utilize structured anecdotal and formal research tools that will measure audience<sup>10</sup> use of and reaction to what has been done and audience expectations about what ought to be done and how IPTV might best address their needs with public service media.

The methods will include quantitative and qualitative surveys, viewer panels, statewide ascertainment, and ongoing online instruments designed to measure audience interests. The network will also consistently utilize research done by other educational institutions and media organizations to help guide the development of IPTV content and related products.

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<sup>10</sup> The term “audience” is used to identify television viewers, users and consumers of educational media, as well as funders and other direct stakeholders in IPTV’s services (e.g., members, underwriters, etc.).

- ***Planning***

Armed with a better understanding of its various audiences, Iowa Public Television will develop a systematic content development plan that addresses audience needs and responds to staff-generated ideas in a regular and timely fashion. To that end, IPTV will

- Create by October 1, 2004 a Program and Project Concept Group (PPCG) to recommend project priorities. Appointed by IPTV General Manager, this group will be representative of all IPTV areas of responsibility, and will include reflections of viewer and user interests. A subset of this group will advise the disposition of time-sensitive projects. The group will meet monthly to consider ideas submitted from all quarters, inside IPTV and out, and will regularly report on their disposition. Final responsibility for project decisions will remain with appropriate Division Directors and network General Manager.

Among its initial acts, the PPCG will

- Develop by December 1, 2004, procedures to be followed during project consideration — e.g., budget and production timeline requirements to trigger fund-raising efforts.
- Create by January 1, 2005, a project information and tracking system that allows any IPTV staff member to ascertain the status of IPTV projects and a process to ensure that the information in that system is continually up to date.

**GOAL #2: DEVELOP A COLLABORATIVE CULTURE THAT PROMOTES BILATERAL COMMUNICATION ABOUT ALL IPTV ACTIVITIES, THAT FOSTERS COOPERATION INSTEAD OF COMPETITION, AND THAT PROMOTES CONTINUOUS IMPROVEMENT THROUGHOUT THE ORGANIZATION. INSTITUTE THE FOLLOWING:**

- Update with staff involvement and implement by August 1, 2004 all internal components of IPTV’s “Stakeholder Communications Plan”;<sup>11</sup>
- By October 1, 2004, create a system to implement as often as possible cross functional work groups and task forces appropriate for project development;
- By October 1, 2004, institute IPTV-wide quarterly planning and budget reports that include reviews and revisions, where necessary, of this strategic plan;

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<sup>11</sup> See Appendix C: Stakeholder Communications Plan developed at the onset of the strategic planning process.

- Develop plans for and begin to implement by January 1, 2005, user-friendly tape archiving system to identify for future use the vast resources in IPTV's video library;<sup>12</sup>
- Develop plans by January 1, 2005, to utilize currently vacant office spaces for collaborative work groups;
- By March 1, 2005, create personnel training programs for creative, technical, and administrative positions; the programs will range from formal sessions offered through state government or related training organizations to regularly scheduled informal "production seminar"<sup>13</sup> and/or "lunch and learn" sessions that serve to continually update network staff about relevant environmental scan research;
- By March 1, 2005, reestablish formal performance review procedures for all IPTV positions. While identifying personal strengths and opportunities for improvement, procedures should help ensure that all personnel activities are focused in support of IPTV mission and goals. Evaluate and revise where necessary the current organizational scheme;
- By May 1, 2005, develop procedures to identify measurable outcomes for all new projects, track progress towards the outcomes, and communicate results;
- As a measure of organizational effectiveness, Iowa Public Television will employ the Iowa Excellence Self-Assessment score and shall increase its 2003 score by 10 percent when the next scheduled self-assessment is completed in 2006.

**GOAL #3: DEVELOP AND IMPLEMENT BY JANUARY 1, 2005, A MAJOR COMMUNICATIONS CAMPAIGN AIMED AT IPTV USERS, SUPPORTERS, AND STAKEHOLDERS THAT PROMOTES IPTV'S RELEVANCE IN TODAY'S MEDIA AND SOCIAL ENVIRONMENT BY DEMONSTRATING THE GOALS AND SUCCESSES OF THE INITIATIVES DESCRIBED HEREIN.<sup>14</sup>**

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<sup>12</sup> This step is also necessary for successful implementation of the video on demand strategy, above.

<sup>13</sup> Contact Judith Vecchione for information about WGBH staffwide "production seminars."

<sup>14</sup> See Appendix C: Stakeholder Communications Plan.

## **Appendix A: Iowa Public Television Assessment: Strengths, Weaknesses, Opportunities, and Threats (SWOTs)**

### **STRENGTHS**

- IPTV goes into the homes, businesses, and educational institutions of everyone in the state of Iowa.
- IPTV is locally owned and locally controlled and has a commitment to Iowa programs, education, and services.
- PBS programming is a major strength for IPTV.
- IPTV enjoys a history and reputation of being trusted for the integrity of its programs and services.
- IPTV's content has a strong educational value.
- A sound organizational structure allows IPTV to maximize its financial support from diverse funding sources.
- IPTV's digital spectrum capacity is an enormously valuable resource enabling new and expanded services and facilitating the creation of new partnerships and allies.
- IPTV staff are experienced and dedicated and have a passion for what they do.
- IPTV's content is commercial-free.

### **WEAKNESSES**

- There is insufficient data and needs assessment. There is a lack of impact data for educational services and other services. IPTV does not listen to its customers and potential customers on a systematic, ongoing basis.
- There is a lack of focus. IPTV tries to be all things to all people.
- A resistance to change within IPTV makes it difficult for IPTV to be a learning organization. Employees don't feel empowered to suggest changes. When data is received, it often doesn't impact changes in IPTV processes.
- IPTV's internal communications need to be improved.
- There are competing interests within IPTV.
- IPTV is perceived as, and may be, "golden circle"-oriented.

## **OPPORTUNITIES**

- Digital television provides many opportunities that include:
  - datacasting
  - multicasting
  - interactivity
  - HD production
  - homeland security and emergency services
- There will be more outlets for local content.
- There is an opportunity to provide expanded Iowa content. IPTV can provide Iowa-specific content that no one else will.
- There are possibilities for collaboration across the board. Examples are regional public television collaboration, other public media collaboration, and other nonprofit institutions across the state.
- There is potential for increased funding in certain areas. Major gifts and planned gifts are examples given in the CPB/McKinsey report (a financial analysis of the public television industry performed by the Corporation for Public Broadcasting and McKinsey and Company).
- Conditions may be right for cost reductions and efficiencies due to new technology.
- Content delivery distributed via computer is perceived as positive by teachers and the U.S. Department of Education.

## **THREATS**

- Maintaining the current level of funding is a challenge.
  - Funding has declined over the last three years.
  - Public television struggles to compete with other “causes” for funding.
  - There have been corporate consolidations.
- Relevancy of IPTV’s programs, education, and services is a challenge.
  - There is currently unparalleled competition with technology and content. Examples include cable, satellite, and other media such as games, Web, and broadband.
  - Other activities (sports, concerts, and events) are a challenge as well.
- The organizational priorities and interests at PBS can be in conflict with local stations’ priorities and interests.
- Among educators, there is a growing bias against passive television. There is the perception that almost all television is passive.
- No Child Left Behind (NCLB) has created a sense of pressure with K–12 administrators and teachers to increase test scores in reading, math, and science. This pressure may result in reduced use of IPTV television content.

## **Appendix B: Environmental Scan**

An environmental scan was conducted as part of the planning process. Information and materials were analyzed in the areas of technology, broadcasting, education, fund raising, finance and economics, regulation, and demographics. Individuals knowledgeable regarding public broadcasting or the state of Iowa were brought in for conversations with the entire network staff. As a result of the environmental scan, seven issues were identified for future investigation and focus.

### **Issues IPTV needs to investigate to prepare itself for future prominence:**

1. **Meaning Matters:** Create meaningful relationships, a sense of community, social purpose, and contribution.
2. **Transparency:** Explore the trend toward greater organizational openness and accessibility for IPTV and its services.
3. **Global + Local = “Glocal”:** Be prepared to deal with national and international issues but tailor programs and services for local markets.
4. **Inclusivity:** Leverage diversity to capture new audiences/markets, expand opportunities, broaden the research, and increase the depth of IPTV services.
5. **Generational Synergy:** Leverage and accommodate four distinct generations: the Silent Generation, the Boomers, Generation X, and the Millennials.
6. **Learning Culture:** Focus more on continual customer/user learning and address staff learning needs in new ways.
7. **Living Organizations:** Tolerate (and expect) greater customer/user independence (e.g., PVRs—personal video recorders) and individual staff responsibility.

### **Ongoing Environmental Scanning:**

IPTV will continue its ongoing scanning. Currently, relevant documents are posted on the IPTV Intranet site for any staff members to access. IPTV staff members take items of interest to the director of their division. IPTV management discusses environmental scan information at meetings. The topic will be placed on the directors’ meeting agenda once a month to cover topics not discussed at previous meetings. Further exploration of the most relevant scans will be made at brown bag lunches and staff meetings. Results of these efforts will be incorporated into the planning process.

## **Documents/Conversations Used in Recent IPTV Scans:**

The following is a sampling of the resources IPTV used while performing recent environmental scans.

Conversations about Iowa Public Television's future were held with the following individuals, who presented either to the IPTV staff or its senior managers:

- Robert Ray, former Iowa Governor, who was instrumental in securing government funding for the initial development of IPTV's statewide service
- Pat Mitchell, President, PBS
- Michael Gartner, Pulitzer Prize-winning former President and Editor, *The Des Moines Register*; former President, NBC News; Chairman, Vision Iowa
- Andy Russell, Senior Vice President, CPB
- Mike Seymour, President, the Programming Service — a major public television consulting organization
- James Autry, former President of the magazine group Meredith Corporation; former editor, *Better Homes and Gardens* magazine

Documents:

- CPB Local Station Services Summary Report for Des Moines, Iowa, prepared by the Taylor Research and Consulting Group, Inc., January 2004
- "The Power and Problems of Public Media" by David B. Liroff, May 2004
- "The Impact of Video on Student Learning in Formal Education," created by EDC's Center for Children and Technology, distributed by CPB, January 2004
- PBS FY2005 and Beyond Strategic Plan, April 2004
- McKinsey Study for CPB on System Finances, Winter 2003
- Nielsen Reports and KDIN Viewing Trends, TRAC Media, April 2003
- IPTV Internet Survey of Iowa Educators, Spring 2002
- Report Commissioned by the State Historical Society of Iowa, June 2001
- A Digital Television Outlook, a Web-based Conference for Public TV Executives, February 2002
- PBS K-12 Digital Classroom, CCT Reports, Winter 2003
- PTV National Image Study conducted by CPB and PBS, 2001
- Target Analysis trend data for PBS
- DonorCentrics report from Target Analysis, quarterly
- DMW mail and telemarketing results
- Study of Major Trends in National Media conducted by Accenture for CPB, PBS, and APTS
- IPTV Employee Survey, August 2003
- "Just the Facts 2002," from the Iowa Department of Personnel



Internet Sites/Publications:

- MediaPost
- Poynteronline
- Center for Media Research
- Various online and listserv resources for telecommunications
- NAB
- *Education Week*
- Sloan C Learning
- E-philanthropy reports
- Chronicle on Philanthropy trends report
- *Current*
- *The Des Moines Register*

Other:

- DTV Symposium, Fall 2003
- Conferences
- North Central Regional Labs
- PBS
- SETDA
- ETC
- State Library Commission
- ITEC
- Literacy Council
- Weekly Viewer Response Analysis
- Press Clippings

## **Technology:**

The FCC-mandated conversion of IPTV's transmitters, translators, and headquarters will allow IPTV to provide enhanced services to its audiences. The quality of digital video and audio is extraordinary compared to the analog signal that is currently being used. Digital television will allow IPTV the ability to offer multicasting services (broadcasting more than one television channel simultaneously) and datacasting services (broadcasting digital media to television sets or computers).

While the new technology allows for more opportunities for IPTV, it also creates challenges. Some of those challenges:

- Conversion of nine transmitters and eight translators as well as IPTV headquarters
- Acquisition and production of digital content
- Carriage agreements with cable and satellite providers
- Repurposing of analog content
- Datacasting to the classroom.

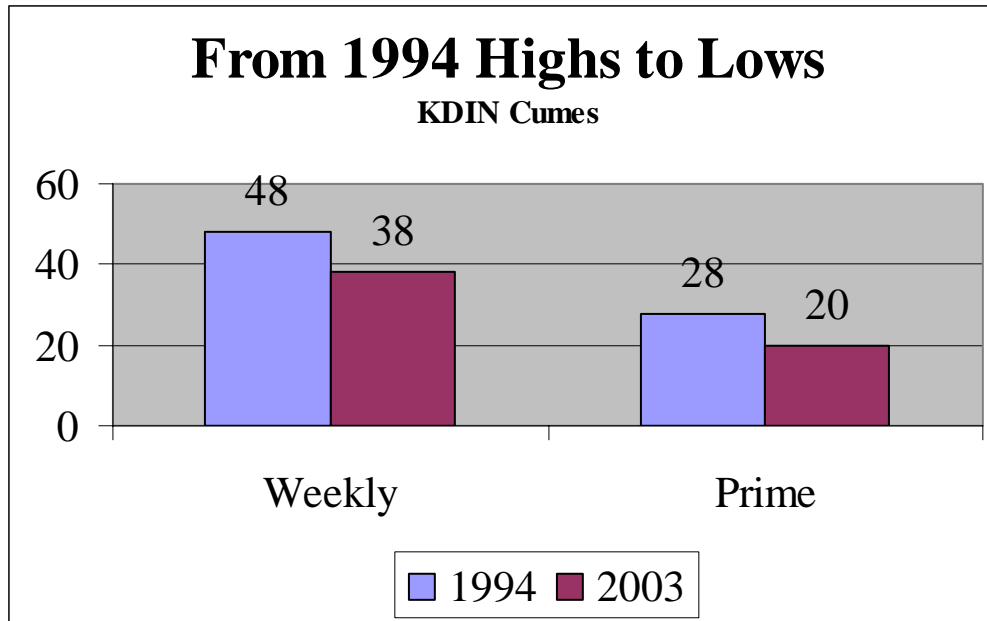
Between satellite and cable, multichannel operators are steadily outpacing terrestrial broadcasters in getting digital television into the home. Technologies such as video on demand, personal video recorders, and DVDs give viewers even more options and flexibility in how they watch television.

## **Audience:**

As more viewing choices become available, viewers are able to find and choose new programming channels that appeal to them. Starting with A&E and Discovery, many public television "clones" are now available. IPTV's "how-to" fans can choose from Home and Garden or the Food Channel. Kids can choose from Nickelodeon, the Cartoon channel, or Noggin. In August 2003, Mediacom lists 557 channels on their digital service. Households will routinely watch the same 7 to 10 stations, no matter how many channels become available to them. It is essential — to our survival — that the viewer's station repertoire should include IPTV as one of the stations that the viewer samples each week.

### **From 1994 Highs to Lows**

- Prime-time cumes declined 28 percent since 1994, while the weekly decline was 21 percent.
- Prime time's decline is responsible for about 80 percent of the erosion in the weekly cume.



#### “Show Me That You Know Me”

- Viewers and members want to feel that IPTV knows them and respects them.
- They want IPTV to communicate with them.

#### Media Environment:

In 1991/1992 a project team of public industry professionals assessed public television’s digital services investment. In that report the project team indicated what they expect in the next 3–5 years in the media environment. Those projections proved accurate and remain, in general, an indication of the following continuing trends for the short-term future:

- Concentration of ownership, both content and distribution platforms
- Small number of very powerful brands
- Excess of supply over demand in video programming
- Primarily passive viewer/user experience, but greater consumer control of content choice
- Focus on video quantity rather than video quality for both consumers and providers
- Subscriptions growing as primary revenue model
- Cable and satellite continue to dominate landscape for digital services to the home

## **Education:**

1. Nationwide there is a growing trend toward digitized online resources such as United Streaming. Data both in other states and in our own state indicate that teachers give high marks to the ease of use of such resources (digitized video “on demand”). See United Streaming’s research on this.
2. Recognized educational technology experts have increasingly “bashed” the use of television in the classroom. The reason for the bashing is that television is perceived to be a passive medium with little interactivity built in.
3. While television is being consistently bashed, use of video in clips via computer (streamed or downloaded), CD ROMs, DVDs, Web sites, etc., are given positive marks in the edtech literature.
4. Almost no counteracting research literature exists to change the perception that television is “bad.” Fortunately, CPB recently released a report, “Television Goes to School,” that provides positive data about the impact of video in formal education.
5. Informal reports from AEA Media Directors indicate that elementary teachers are decreasing use of video for subjects such as reading. (Virtually every elementary teacher teaches reading and math, while in middle and high school only specialized teachers teach math. Reading in the content areas is a whole new endeavor that has great staff development implications.) No Child Left Behind (NCLB) has placed an increased burden on school principals and teachers to raise reading and math scores.
6. With the advent of NCLB and the Iowa Teaching Standards/Iowa Professional Development Standards, the need for high-quality, just-in-time localized staff development (online) is rapidly growing.
7. For higher ed, clearly the online learning trend is one of the most significant changes. According to the Sloan sources, on-campus students enroll in online courses almost as frequently as students living away from the campus (not just students at a distance).
8. Specially focused edtech funding is diminishing at the state level for both K–12 and higher ed. Most of the edtech funding for K–12 is coming from NCLB (E2T2 state grants) or e-rate discounts for telecommunications/Internet (savings that may be rolled back into purchasing technology/telecommunications).
9. In the educational software industry and the technology sales to schools, the picture is quite bleak. There are fewer different software companies than in past years (consolidation of the market). Free-of-cost Web-based resources compete with for-profit software companies.
10. Although many excellent free online resources exist, teachers in both K–12 and higher ed report that finding such gems takes a considerable amount of time (separate the wheat from the chaff). Pulling together already existing resources in one convenient “place” has received positive marks from educators.
11. Educational resources specifically about Iowa are generally lacking (according to the AEAs). For-profit/commercial companies have not provided Iowa specific educational content (probably not enough dollars in such endeavors for them to make any profit). The research from UNI for the Iowa Historical Society backs this up.

## Financial Challenges Facing Public Broadcasting:

The Corporation for Public Broadcasting (CPB), working with McKinsey and Company, performed a financial analysis of the public television industry. The report identifies challenges as well as three potential solutions. IPTV is facing the same financial challenges as the public broadcasting industry.

The following three charts from the CPB/McKinsey report lay out the financial challenges facing the public broadcasting industry.

**CHALLENGES: HISTORICALLY, THE SYSTEM HAS GROWN THROUGH DIVERSIFICATION – NOW ALL REVENUE SOURCES ARE THREATENED**

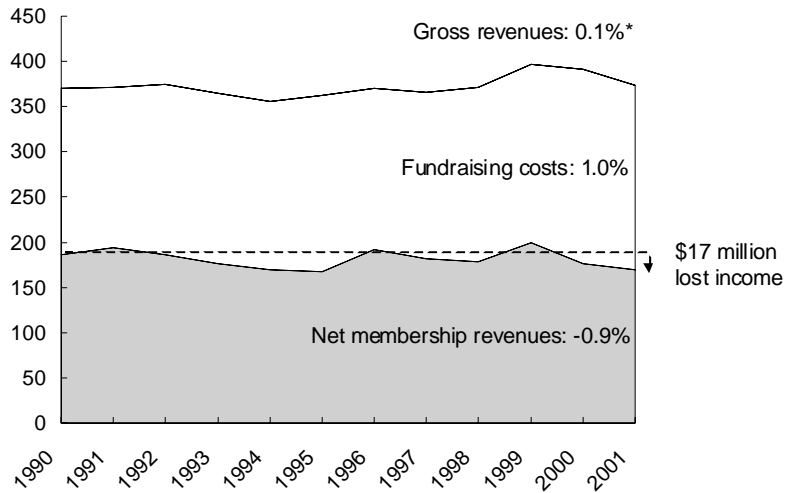
Future Outlook

<u>Period</u>	<u>Flat or declining source(s)</u>	<u>Compensating source(s)</u>
1992-1994	<ul style="list-style-type: none"> <li>• CPB appropriation</li> </ul>	<ul style="list-style-type: none"> <li>• State and local government</li> <li>• Underwriting</li> </ul>
1995-1996	<ul style="list-style-type: none"> <li>• CPB appropriation</li> <li>• State and local government</li> </ul>	<ul style="list-style-type: none"> <li>• Net member revenue</li> <li>• Underwriting</li> </ul>
1996-1998	<ul style="list-style-type: none"> <li>• CPB appropriation</li> </ul>	<ul style="list-style-type: none"> <li>• State and local government</li> </ul>
1999-2000	<ul style="list-style-type: none"> <li>• Net member revenue</li> </ul>	<ul style="list-style-type: none"> <li>• CPB appropriation</li> <li>• State and local government</li> <li>• Underwriting</li> </ul>
2000-2002	<ul style="list-style-type: none"> <li>• Net member revenue</li> <li>• Underwriting</li> </ul>	<ul style="list-style-type: none"> <li>• CPB appropriation</li> </ul>
2003 -	<ul style="list-style-type: none"> <li>• Net member revenue</li> <li>• Underwriting</li> <li>• State and local funding</li> <li>• CPB appropriation</li> </ul>	<ul style="list-style-type: none"> <li>• none</li> </ul>

Source: AFRs: Team perspective

**CHALLENGES: NET STATION MEMBERSHIP REVENUE HAS DECLINED IN REAL TERMS SINCE 1990**

\$ Millions, Adjusted for inflation to constant 2001 \$



\* All growth rates are compound annual growth rates.

Source: AFRs; Bureau of Labor Statistics

**CHALLENGES: DECLINES WILL CONTINUE IN NET MEMBER SUPPORT**

**Membership Revenue Drivers**

**Outlook**

**Audience Size**

Falling ratings likely contribute to the long term membership decline, both because the prospect pool with a connection to PTV shrinks and because membership renewal is highly correlated with audience

**New Member**

Pledge, which is the engine of new member acquisition, has seen rising costs relative to new member yield in line with declining productivity trends outside PTV

**Renewing Member**

Net renewal revenue will not offset declining acquisition

- Stations already have among the nonprofit sector's highest renewal rates
- Renewal mail's productivity is flat to declining
- Declining ratings increase stations' challenge

**Philanthropic Environment**

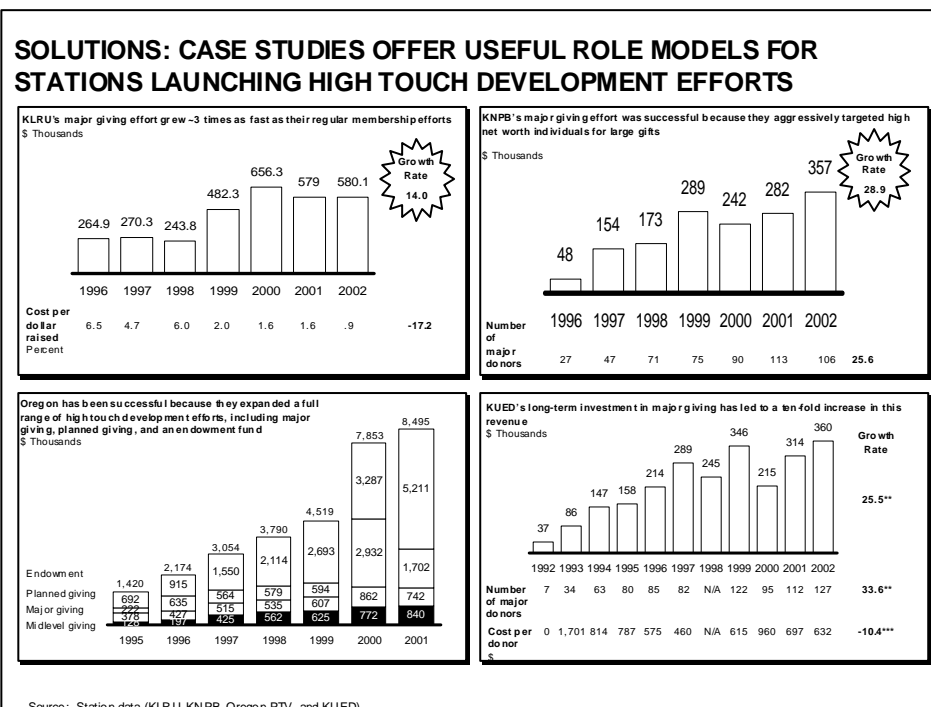
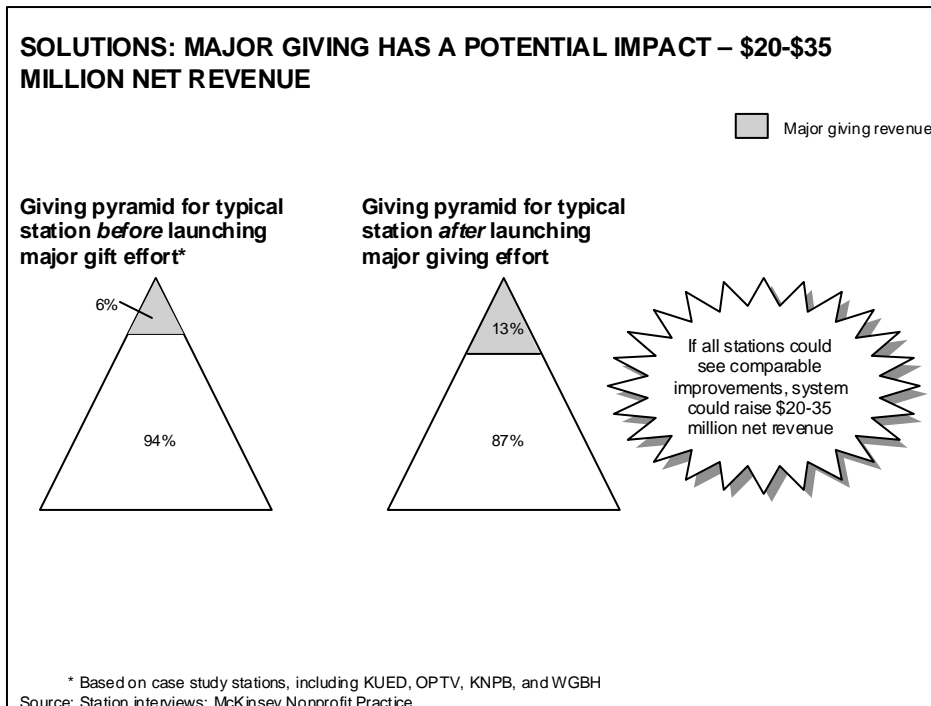
With the number of nonprofits growing twice as fast as real household charitable giving, stations will be hard pressed to grow their share of members' wallets

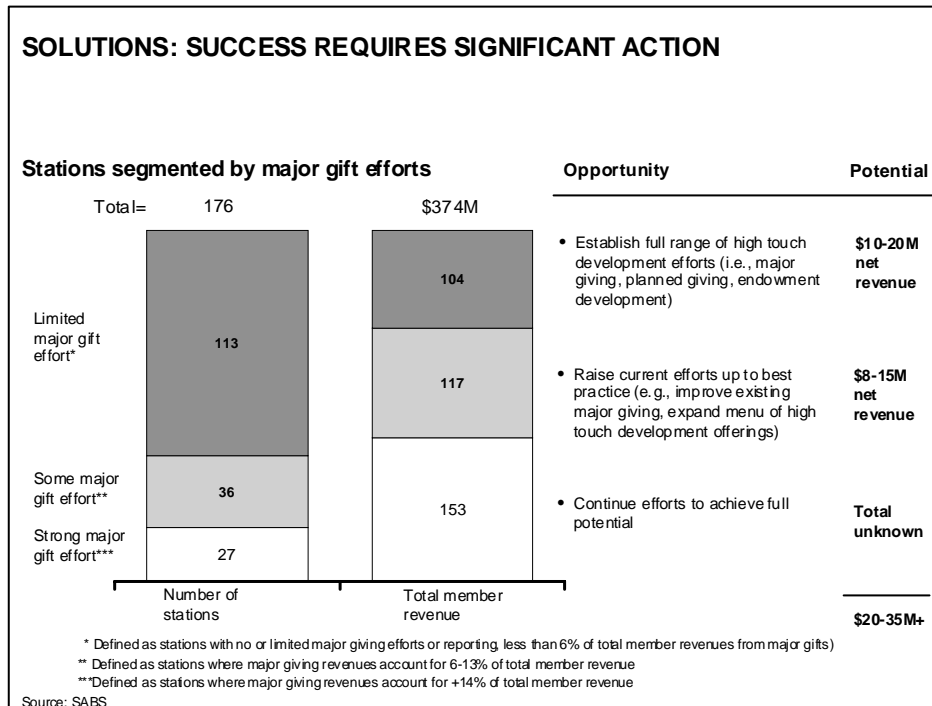
Source: "Donor Centrics Comparison Report for Public Television, December 2000;" DMA Factbook 2001; Giving USA 2002

## Fund-raising:

There is a nationwide trend of donors concentrating their giving to fewer charities at a higher level.

According to the CPB/McKinsey report, major gifts are a potential area of revenue growth. The following three charts from the report indicate how some public broadcasting stations have used major gifts as a tool to increase their overall revenue.





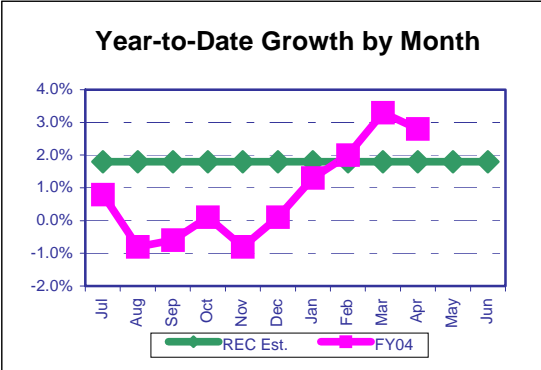
## State Economics:

According to the Revenue Estimating Council (REC) March 19, 2004, meeting: For fiscal year FY2005, after taking into account economic conditions, state tax law changes, and federal tax law changes, the REC increased the General Fund tax and other receipts estimate to \$5,229.4 million, a \$39.5 million increase from the December 2003 REC. The REC kept the lottery and other transfers at \$67.2 million. The net accrual estimate was decreased \$3.5 million. The refund estimate was decreased \$16.2 million. Total change for FY2005 from the December 2003 estimate is \$52.2 million. The total change from the FY2004 estimate is \$89.1 million. Of this amount, \$63.4 million of this increase can be attributed to the sales tax on residential utilities going back to 5 percent on July 1, 2003, due to a glitch in bill drafting when the Governor item-vetoed portions of HF693. Gambling revenues transferred to other funds was increased from the December 2003 estimate by \$3.4 million.

According to the Iowa Department of Management April 2004 Revenue Report: General fund receipts for April totaled \$385.1 million, which is \$5.2 million or 1.3 percent less than was collected during April 2003. Fiscal year to date, General Fund receipts totaled \$4,151.0 million, an increase of 2.8 percent over receipts for the same period last year. The official estimated rate of annual growth is 1.8 percent.



Year-to-date growth for FY2004 is at 2.8 percent. While this is still ahead of projections, it should be noted that receipts for the month of April did slow down. It is expected that growth for the rest of the year will remain on track to meet the annual estimate.



**Regulation:**

The PBS FY2005 and Beyond Strategic Plan summarized the regulatory environment very well for us. The following was stated in the report:

The FCC has made several attempts to deregulate the media industry and has issued strong signals that it plans to continue. The June 2003 vote by the FCC to relax ownership restrictions on TV stations was met with consumer, interest group, and Congressional protests. Throughout the debate on Capitol Hill, the need for local, independent broadcast ownership was emphasized. Public outrage over obscenity and indecency on television has strengthened regulators’ will. If the threat of stricter enforcement through increased fines does not result in new voluntary standards over obscenity, indecency, and violence on cable and broadcast television, the government could step in to regulate. Another issue before regulators is the transition from analog signal to digital. As the December 2006 deadline for stations to give up their analog spectrum approaches and the number of stations broadcasting in digital continues to rise, the FCC is expected to decide on digital must-carry for cable. In a presidential election year, the role of media is certain to be scrutinized by the public and regulators alike.

## **Demographics/Trends:**

According to the Iowa Department of Management Web site:

“The State’s population is getting older. Iowa public school enrollments in kindergarten through Grade 12 have declined for six consecutive years by a total of 18,459 students. This represents a reduction of 3.7 percent after eight consecutive years of increasing enrollments. While the percentage of Iowa’s population under 15 has declined in the last ten years, the percentage over age 75 has grown.”

### Trends:

Iowa had a population of 2.8 million people in 1995. Among the 50 states and District of Columbia, the state ranked as the 30<sup>th</sup> most populous. By 2025, it is projected to be the 33<sup>rd</sup> most populous with 3 million people.

- **1.1 percent of the nation’s population resided in Iowa** in 1995, projected to be 0.9 percent in 2025.
- **In 2000, there was a gain of 149,569 compared to the 1990 census.** This gain of 5.4 percent was less than half of the nation’s average growth rate (13.2).
- **Iowa’s population growth** of 31.1 percent during the last 100 years is the lowest growth rate in the nation.
- There was a **-0.1 percent population change from April 2000 to July 2001.**
- According to Census 2000 population data, there are **more elderly** Iowans, 65 years and over (436,213), than Iowa children up to 9 years (391,016).
- As the **Baby Boom generation reaches retirement age**, the growth of the elderly population is expected to accelerate rapidly in all states over the 30-year period. (1995–2025).
- Iowa’s population classified as **elderly is expected to increase** from 15.2 percent in 1995 to 22.6 percent in 2025.
- Iowa had the 5<sup>th</sup> highest proportion of elderly in 1995 and is expected to have the **7<sup>th</sup> highest proportion of elderly in 2025.**
- **More people leave Iowa than move in.** The U.S. Census Bureau estimates that between 1995 and 2000, 33,000 more people left Iowa to live in another state than moved to Iowa from another state.

### Interesting Facts:

- **Birth Rates:** Overall births have decreased 2.2 percent from 1992 through 2001. The number of out-of-wedlock births has increased 19.6 percent since 1992.

- **Death Rates:** Overall deaths in Iowa have increased 4.4 percent from 1992 through 2001.
- **Marriages and Dissolutions:** The annual number of marriages in the state has declined 8.7 percent since 1992, while the annual number of dissolutions has decreased 12.7 percent.
- **Professional Licenses Issued in Iowa:** There were 33,529 professional licenses issued in 2002.
- **Fishing, Hunting, and Trapping Licenses Issued in Iowa:** In the calendar year 2001, just for deer licenses alone, there were 257,701 issued to residents and 85,066 issued to nonresidents.
- **Registered Iowa Voters:** In 2002, 1,945,528 people, or 88.9 percent of those who were eligible, were registered voters.
- **Median Household Income:** In 1985, it was \$20,927. As of 2000, it was \$42,993, which ranks 21<sup>st</sup> in the nation.
- **Number of Blind Persons:** There are an estimated 57,000 blind or visually impaired individuals in Iowa.
- **Number of Deaf Persons:** There are an estimated 5,560 totally deaf individuals in Iowa.
- **Iowa State Parks:** The park attendance for 2001 was 14,394,187, which increased by over 3 million from 1992.
- **Refugee Arrivals:** In federal fiscal year 2001, Iowa ranked 20<sup>th</sup> in the nation for resettlement arrivals. There were 1,054 refugee arrivals in Iowa.
- **Lead Poisoning:** From 1991 to 1996, 12.3 percent of children born in that time were tested and identified as lead-poisoned. The national average is 4.4 percent.
- **Iowa Welcome Centers:** In the year 2001, 277,877 parties visited the Welcome Centers, and \$4.2 billion was generated through Iowa tourism. This is an increase of 1.8 percent from the previous year.
- **Agencies on Aging:** In 2002, Iowa Area Agencies on Aging provided 5,734,271 services for persons over the age of 60.

## **Appendix C: Stakeholder Communications Plan**

**GOAL: TO RAISE AWARENESS OF IOWA PUBLIC TELEVISION IN THE STATE, AND TO STRENGTHEN THE PERCEPTION OF THE NETWORK AS IOWA’S ONLY STATEWIDE, LOCALLY CONTROLLED, AND IOWA-DRIVEN TELEVISION NETWORK AMONG FREQUENT AND INFREQUENT VIEWERS.**

**Strategy: Conduct an aggressive advertising campaign designed to reinforce the brand to infrequent viewers through broad-reaching advertising media, while also maintaining tune-in messaging.**

- Explore the purchase of long-run outdoor advertising in key markets — Des Moines, Davenport, Sioux City, Cedar Rapids, and Council Bluffs — to reach a majority of current and potential viewers frequently. This outdoor campaign should feature *Be more* brand images, and should showcase people who are “more” because of IPTV — mothers of young children, young engaged citizens, active older adults interested in Iowa programming. The ads should have minimal copy and should serve to visually and powerfully demonstrate the meaning of *Be more*, and should send the message that you, too, can *be more* if you watch Iowa Public Television. The message should be branding, not tune-in. We should explore partnerships in border markets (Omaha/Council Bluffs, Quad Cities, Sioux City) to share outdoor-advertising expense. Cost can range from \$1400 to \$8000/month per market.
- Explore placing branding spots on cable across the state to allow branding messages to be received by thousands of potential viewers, when they’re already in a place to take action – watching television. Explore partnerships to allow further reach in border markets. (Central and Western Iowa Mediacom Des Moines/Ames/Marshalltown, Newton, Fort Dodge, Spencer, West Central and Southwest Zones weekly presence = \$30,000 per year; Cedar Rapids, Iowa City, Dubuque weekly presence = \$25,500 per year.)
- Explore additional nontraditional sources of advertising – mall posters to reach higher-income and younger demographics; targeted program ads; bus/bench ads, etc.
- Continue tune-in advertising commitments on radio, including statewide on WHO, WOI, and KUNI, and in the golden circle on *Drive Time Des Moines* to reach a targeted audience of frequent and infrequent viewers.
- Continue on-air promotion strategy, honing and strengthening to reach infrequent viewers through continually innovative cross-promotion strategies. This should include considering some appropriate and brief tune-in spots for prime time during kids’ programming on weekdays and Sunday mornings.

**Strategy: Reinforce the brand on all possible avenues of communication.**

- Create *Be more IPTV* static stickers for vehicles for viewers, staff, and members of Friends of IPTV. Offer them to viewers and members as ways to show that they are “more” because of IPTV. This will allow them to be “moving billboards” for us in their communities.
- Include *Be more* on every piece of communication that goes out on our behalf, including Foundation pieces.
- Create additional on-air spots to add to the rotation of *Be more*. Possibly include local celebrities, including Governor Ray and those involved in the Wallace documentary.
- Place *Be more* IPTV logo on all IPTV vehicles.
- Increase prominence of *Be more* on the IPTV Web site by including on-air look to Web site.
- Update letterhead, business cards, envelopes to include *Be more* for both the network and the Foundation.
- Create a stamp that allows items that are not *Be more*-branded to be stamped with the *Be more* brand.
- Create new folders with *Be more* and new look to use for underwriting presentations, press kits, meeting kits, etc.
- Create an IPTV fact sheet, on special letterhead, that can be continually updated but that includes *Be more* and is distributed to as many people as possible — as part of Iowa Communications Network (ICN) registration packets, new member kits, all meeting kits, press kits, informational letters, tour packets for group leaders, etc.
- Create another *Be more* “trinket” for staff to reinforce and celebrate the success of *Be more* branding so far.
- Create note pads and note cards with *Be more* for official casual communication.
- Create a station event kit that will be used at all IPTV events, regardless of host — including an IPTV banner, name tags, table tents, sign-up sheets, and other branded materials to make every event have a fundamentally similar look.

**Strategy: Continue evolution of on-air redesign.**

- Increase *Be more* on our air.
- Develop a proof-of-performance process surrounding events and viewer services to increase production of proof-of-performance spots.
- Redesign Friends underwriter announcements to more fully embrace *Be more* and provide improved recognition for underwriters.
- Continue to update the on-air look with *Be more* elements from PBS, including

continually rotating the entire color-range from the package, and including *Be more* as part of on-air promotions whenever possible.

- Standardize the use of the Friends/Foundation logo, creating rules for each on-air use.

**Strategy: Create additional initiatives to provide service to viewers and potential viewers.**

- Standardize our viewer services process, sharing viewer services duties between the IPTV front desk staff and the Foundation. We should ensure all who are involved with viewer services have the most up-to-date information, and we should work even harder to ensure we have answers for as many potential questions as possible.
- Create a Kids' Club that children can join. This club should include a membership card, the possibility of an on-air birthday message in some way, on-air promotion, and a once-a-year event featuring a costumed character. This group would provide an excellent database of parents of young kids, and would provide an additional pledge vehicle for them. The cost of club membership could be minimal, and parents could then become members of Friends, giving us additional opportunities to reach them with direct mail, email, and other venues.
- Provide weather alerts and other information in Spanish, where available.
- Implement a Program Club, following the PBS Program Club template, and encourage viewer participation and awareness.

**Strategy: Enhance current service offerings to reach additional viewers.**

- Create on-air graphics that indicate program listings twice during programs ("what's on now" and "what's on next"). This will allow viewers who switch midprogram to know what program they're watching, and to tie them in.
- Examine the use of the "reinvented breaks" formula in an increased number of breaks.
- Update IPTV bug on-air, perhaps adding color and making it more noticeable.
- Expand Second Audio Program (SAP) and Spanish programming capability.

**Strategy: Update the front lobby of Iowa Public Television.**

- Update the monitor wall. Replace the center monitor with an HDTV monitor.
- Move display items to the Maytag Lobby.
- Open the entryway, by removing the "welcome" sign, rope, stanchions, and characters.
- Move the PBS Kids characters to the windows by the receptionist's desk, and create a backdrop with PBS Kids branding.

- Post a sign behind the receptionist’s desk, with copy such as “Welcome to Iowa Public Television. Thank you for being among nearly 1,000,000 viewers a week who watch Iowa Public Television.”
- Create large museum banners with large, silk-screened images of PBS icons. Banners will be floor to ceiling, with large images defining who we are.
- Change furniture layout by removing three chairs and rearranging furnishings to reduce backlighting, to create more intimacy, and to provide simplicity next to the dramatic banner wall — adding new chairs and a table if possible.
- Create a “Today at IPTV” sign that indicates who is coming to the building, welcomes them, and lists what meetings are going on.

**Strategy: Update the Green Room.**

- Replace current artwork with new, framed, and matted images related to local programming.
- Replace furniture with updated, more comfortable, cleaner, and sleeker furniture.
- Replace the current TV set and stand with HDTV.

**Strategy: Update the Maytag Lobby.**

- Move awards to a wall in the Maytag Lobby.
- Move tables from current storage place to the back of the Maytag Auditorium.
- Repair the hole in the wall by the alarm.
- Take posters down and replace with awards.
- Place similar museum banners with additional (three to five) PBS icons along the curved wall leading into the auditorium; add track lighting to the display.

**Strategy: Utilize IPTV volunteers.**

- Use Friends volunteers or create an additional group of volunteers to conduct tours of the building.
- Use Friends volunteers or create an additional group of volunteers to help with departmental projects as needed.

## **Internal Communications Plan for Iowa Public Television**

Iowa Public Television's strategic planning process is currently under way. Because the plan will be implemented by each staff member at the network and the Foundation, it is important that we all take ownership in the plan as a whole. While we can't all agree on every detail, staff input will be important to maintaining the credibility and functionality of the plan.

A group of IPTV colleagues has been formed to, among other things, solicit and encourage feedback from staff. It is our responsibility to make sure you have several different avenues for communicating your thoughts, ideas, suggestions, and complaints about the process. In turn, it is the responsibility of each staff member to participate in the process, provide constructive feedback, and put forth the effort required to make the strategic plan truly meaningful.

The important overarching goal of these efforts is to provide avenues for communication and feedback as we decide our future together. Each individual comment may not receive direct response, but all comments will be heard.

To ensure staff input in IPTV's strategic planning process, three primary communications goals are important.

1. Provide frequent communication updating staff on the progress of the plan
2. Encourage open, two-way communication between staff and strategic planning team
3. Provide informal avenues for communication

Below are several ways we will work together to accomplish these goals. Please note: As the process evolves, so may the implementation of the goals.

### **1. Provide frequent communication updating the staff on the progress of the plan.**

- The staff will be updated regularly via email regarding recent meetings, upcoming planning sessions/staff meetings, and additional information specifically related to the process.
- Staff meeting presentations will be available on the intranet (<http://maple>) as audio files for staff to listen to at their desks. Videos of some of the presentations are also available. These should serve as supplemental resources should you be



unable to attend or want to hear them again — they should not replace participation in staff meetings.

## **2. Encourage open, two-way communication between the staff and the strategic planning team.**

- We have created discussion boards, available through our intranet (visit <http://maple> and click on “IPTV Forum”) that will allow discussion on issues surrounding our strategic plan. These message boards are intended to be a constructive place to air concerns, propose solutions, and continue important discussions. Examples of topics include: Reactions to Michael Gartner’s speech; a discussion of specific ideas put forward in staff meetings; a discussion of the McKinsey report. Staff members are also encouraged to post new topics.
- Depending on staff involvement and interest, we will hold periodic “roundtable” discussions during which staff can break into small groups to discuss issues surrounding our strategic plan, current issues at the network/Foundation, and brainstorm solutions and new ideas.
- To allow an additional avenue for constructive comment, a suggestion box will be placed in the lunchroom of each building. Suggestions placed in this box can be anonymous should you choose to make them so.

## **3. Provide informal avenues for communication.**

- A group of your colleagues charged with enhancing communication of this project will informally solicit your feedback on a number of issues. Please feel comfortable providing honest feedback, and also please contact them to provide your thoughts on issues and the process. Group members are: Wayne Bruns, Rob Hilbert, Dan Keller, Jennifer Konfrst, Dave Miller, Tom Moore, and Lori Smith.
- As always, the staff should feel comfortable talking with their division directors and general manager, too.