

GROWTH & SUSTAINABILITY STRATEGIES

OBJECTIVES: *Development of a station infrastructure built upon a combined foundation of talent and technology that drives production quality, high-demand programming, and revenue generation leading to financial sustainability and continuous growth.*

Empire KVCR (PBS-NPR) Strategies	
1.	Membership Growth (Pledge): Current PBS membership is at 8700, and NPR membership is approximately 4400; Based on Nielson rating for the Los Angeles Market, KVCR viewership is up to 17,000 households depending on program, and KVCR NPR average audience is 64,000 listeners; 1 st of 5 “Community Conversations” occurred on 11/6/19 in Palm Springs to solicit targeted feedback from the Empire KVCR service area for programming, accessibility and station promotion – forthcoming Conversations scheduled for Redlands, Riverside, Temecula and Claremont.
2.	Corporate Sponsorships and Underwriting (Commercials): Underwriting via KVCR and Inland Futures Foundation collaboration efforts are targeted towards expanded revenue generation for both TV and Radio commercials and advertisements.
3.	Original Programming: Development of comprehensive Production and Post-Production capabilities provide the station with opportunities to capitalize on Technological Modernization of the station, creating opportunities for production of content to diversify programming, while generating demand content for acquisition by the PBS Network of stations.
4.	Empire PBS Kids Channel: Across the PBS Network, membership has been on a downward trend; For those stations that are now broadcasting PBS Kids, revenues lost due to lapsed membership have been recouped by up to 65%; Planning for Empire PBS Kids entails engagement with Unified School Districts in San Bernardino and Riverside counties to establish partnerships for local programming and content that can be infused into K12 curriculum, thus creating opportunities for Underwriting and revenue generation through Production Services.
5.	Empire PBS Passport (Digital): Initial planning for KVCR Digital is through membership expansion through PBS Passport, thus expanding access to KVCR programming via mobile and smart applications; Future digital service capabilities will include LiveStream broadcast.
6.	Grants Development & Advocacy: Expanded efforts are underway to not only pursue grant funding from the Corporation for Public Broadcasting, but to pursue funding federal and foundation sources for underwriting of Original Programming; and inclusion of Video Production into workforce development and other grant sources for promotional and advocacy purposes (Example: Caltrans and Strong Workforce Program). Advocacy planning is underway to involve Empire KVCR in national public media advocacy through America’s Public Television Stations (APTS) primarily, and more involved collaboration for PBS National, NPR, and the Corporation for Public Broadcasting (CPB)
7.	Capital Campaigns: Current focus is expansion of the Empire KVCR Legacy Society by the Inland Futures Foundation, which entails partnership with Crescendo Interactive to enhance Planned Giving through wills, trusts and major gifts.
8.	Leases & Rentals: Leases and rentals related to KVCR infrastructural modernization creates expanded opportunities for station revenues, and includes Tower leases, Studio rental, Post-Production facilities

and technologies; Engagement with the Film Commissions of Riverside and San Bernardino counties to promote station assets in planned
9. Empire KVCR News: Initial Empire KVCR News has been implemented through KVCR Radio, with 64,000 listeners weekly; Phase 2 implementation involves KVCR TV News, which requires the hiring of TV News expertise (Assistant General Manager, News Production Manager, News Producer/Director) to develop News Strategic Plan for TV implementation in FY2020-2021.
10. Other Considerations & Opportunities... Station Mergers. Grant funding is available to entertain station merger opportunities. Presently, Empire KVCR is PBS Program Differentiation Plan (PDP) station, and is not a Premier Station (PBS SoCal), which limits KVCR access to PBS content, services and other privileges, and therefore revenue opportunities; Currently there are 17 PDP stations left in the PBS Network; Mergers of PDP stations creates opportunities to elevate Empire KVCR PBS status to Premier Station.
Empire KVCR (FNX) Strategies
1. Tribal Nations Engagement: Content acquisition, cultivation of relations, and sponsorship and underwriting opportunities
2. PBS Network Expansion: Currently in 21 states and 24 PBS stations; December 2019 going live with WTOO Juneau AK; Presently in discussion with 7 stations in 6 states to expand FNX broadcast market; and Exploring strategic alliance with major PBS Station/Content Provider with channel multicasting Indigenous Programming to 157 partner stations representing 65% of the US TV market.
3. FNX Digital: Currently in planning and development with Streann (developer for Disney, ESPN) to create FNX Mobile App and Over-The-Top (OTT) capabilities; Ongoing expansion of the FNX Channel market via broadcast diversity is critical to engagement with and cultivation of relations with Tribal Nations.
4. Original Programming: Currently, 90%-plus of Channel content is through acquisition from 3 major content providers; Plan is to increase Original Programming while gradually decreasing Acquisitions
5. Production Services: Plan is to hire permanent talent in the Production and Post-Production crafts versus station trend of hiring Professional Experts
6. Native American Talent Engagement: – Partnerships being explored with film festivals and other Native American associations to develop a network of filmmakers, producers, underwriters and personalities to contribute to the diversification of FNX content.

CONCLUSIONS:

1. *The key to attainment of our growth and sustainability strategies is investment in Leadership & Talent acquisition, and therefore, the priority for ample budget support.*
2. *Stewardship of invested resources is embedded into Division policies and culture, and is being demonstrated through development of a Centralized Division Support Unit to control costs and expenditures.*



\$157 Million Allotment and Approved Uses of Annual Income

Allocations	Beneficiary	Amounts	One-Time or Long-Term?	Possible Annual Income	Uses of Annual Income
Pension Rate Stabilization Trust	Colleges	\$ 41,000,000	Long-Term	\$ 2,050,000	Offset to General Fund
SBVC One Time	Colleges	6,971,000	One-Time		Invested \$5 M in PARS Trust
CHC One Time	Colleges	3,029,000	One-Time		
District Support Services One Time	DSS	1,000,000	One-Time		
Auction Expense Reimbursement to General Fund	DSS	2,000,000	One-Time		
Endowment for Media Academy	Colleges	9,000,000	Long-Term	450,000	Media Academy On-going Costs
Media Academy Start Up	Colleges	2,000,000	One-Time		
Mandated Transition & Facility Modernization	KVCR	16,000,000	One-Time		
KVCR Operations Deficit for Three Years (2017-18, 2018-19, 2019-20)	KVCR	5,000,000	One-Time		
Empire Network Endowment (KVCR)	KVCR	12,000,000	Long-Term	600,000	Empire Network Operations
Empire Network Endowment (FNX)	KVCR	9,000,000	Long-Term	450,000	Empire Network Operations
Commercial Buildings Purchase	Promise	46,000,000	Long-Term	2,300,000	SBCCD Promise
First-Year Implementation of SBCCD Promise	Promise	4,000,000	One-Time		
Total		\$ 157,000,000			

Total by Beneficiary

Beneficiary	Amount
Colleges	\$ 62,000,000
KVCR	42,000,000
DSS	3,000,000
Promise	50,000,000
Total	\$ 157,000,000