



**KCTS
STRATEGIC PLAN
2006-2010**

> > > **Start at  KCTS**

greetings

June 22, 2005

As chair of the KCTS Television Board of Directors, it is my pleasure to announce that the board has approved the station's 2006–2010 KCTS Strategic Plan. This plan was initiated by the board and developed by the KCTS Leadership Team with significant input from KCTS staff and the station's diverse community of stakeholders. The board is proud to have been part of this important process.

For 50 years, KCTS has provided programming and services that *inform, involve* and *inspire* public television audiences in our community. In a world of increasingly fragmented media options, KCTS continues to reflect the community's values and tell the stories that are important to our local viewers. We offer programming choices that respect our viewers' intelligence and their ability to draw their own conclusions. As a community broadcast licensee, we meet our obligation to serve the public by delivering balanced program content.

On behalf of the Board of Directors, I officially authorize William P. Mohler, KCTS president and CEO, to implement the strategies and tactics outlined in this plan to achieve the plan's three goals of **REACHING MORE PEOPLE, BUILDING A STRONG ORGANIZATION** and **MAKING A POSITIVE IMPACT IN THE COMMUNITY**. We hope that as KCTS works toward these goals, the station's editorial integrity and ethical business practices will continue to inspire the confidence of our viewers and the community we serve.

Sincerely,



Robert Flowers
Chair, KCTS Board of Directors

KCTS Television Board

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mission vision values

mission

KCTS Television enhances the quality of life in its communities by providing meaningful programs that *inform, involve, and inspire*.

vision 2006-2010

KCTS Television will excel in providing media services that enrich the lives of its viewers and will be recognized as one of the three most highly-valued community institutions in the Pacific Northwest.

values

QUALITY – We provide excellent programming of enduring value.

INTELLIGENCE – We respect our audience’s intelligence and ability to draw their own conclusions.

TRUST – Our editorial integrity and ethical business practices inspire the confidence of our viewers.

CREATIVITY – We entertain our viewers with creative programming that enlivens their spirits.

DIVERSITY – We celebrate cultural differences and embrace diverse perspectives.

LIFELONG LEARNING – We help viewers of all ages learn and grow.

LOCALISM – We tell stories about our region and present in-depth coverage of local issues.

PUBLIC SERVICE – We are committed to making a positive difference in peoples’ lives.

Strategic Goals FY2006-2010

Reach More People

How will KCTS reach more people?

- We will strengthen content.
- We will commit resources to explore new ideas and opportunities.
- We will increase distribution.
- We will promote our programs effectively.
- We will improve customer satisfaction.
- We will strengthen, refine, and support our strong organizational identity.

We will reach more people by telling compelling stories that illuminate their common issues and concerns. We will reach more people by using technology to offer wide access to our programming.

Build a strong organization

How will KCTS build a strong organization?

- We will improve our financial position.
- We will recruit, reward, and retain high-performing employees.
- We will cultivate a proactively cross-functional culture.
- We will improve our operational and business systems.

Make a positive impact in the community

How will KCTS make a positive impact in our community?

- We will participate in our community as a corporate citizen.
- We will use community outreach to enhance the value of our programming.
- We will build partnerships with individuals and organizations to improve the quality of life in our viewing communities.

be more collaborative



The Planning Process

The impetus for the KCTS 2006–2010 Strategic Plan emerged as long ago as late 2002, when local media focused on a critical financial situation at the station. By May 2003, major transitions were under way, marking a new beginning at KCTS. Bill Mohler took the helm as president and CEO and began the process of restructuring the organization, streamlining operations to improve internal efficiency and laying the groundwork for a viable financial future. Throughout 2003 and 2004, the KCTS staff met frequently in retreats and work-groups to identify high-impact activities to positively affect the organization's balance sheet and organizational structure.

By the end of June 2004, we had several accomplishments to celebrate: KCTS ended the fiscal year in the black, had acquired a \$7 million loan to address immediate short-term debt, and had completed three record-breaking membership drives. Encouraged by an unprecedented show of support from viewers, the KCTS boards, management

and staff renewed their pledge to be stewards of the community's public television station. This meant not only continuing to inform, involve and inspire viewers as in the past, but actively improving service and ensuring KCTS' role as a premier public television station. It was clear we needed a roadmap for the path ahead: a strategic plan.

Our long-range planning process began in October 2004. Bill Mohler charged the strategic planning team with creating a plan "covered with fingerprints," so we defined a broad stakeholder base—from civic and business leaders to members and viewers. In December 2004, we made a 26-question Viewer Survey available online and in print and in two months received more than 3,000 responses.

We collected even more opinions and ideas about KCTS via face-to-face interviews with major donors, corporate underwriters, local foundation officers, production partners, distribution partners, broadcast and print media

colleagues, and local nonprofit leaders. Major policymakers, elected officials, leading business executives and organizations also contributed their time to provide their thoughts. Thanks to input from our many stakeholders, this strategic plan will ensure that KCTS remains a vital, viable public television station positioned to thrive in an uncertain future.

The whole organization, from the Leadership Team to the Board of Directors, Advisory Board and staff, contributed to the process. The feedback helped to define three strategic goals: 1) Reach More People, 2) Build a Strong Organization and 3) Make a Positive Impact in the Community.

Passionate commitment to public broadcasting is a hallmark of KCTS' organizational culture. Our staff's desire to play a direct part in the station's overall success helped us create a strategic planning process that capitalized on their collective expertise and experience. In March 2005, the strategic planning team led a series of staff brainstorming sessions that produced more than 80 specific tactical ways to support our three goals in FY2006.

This Strategic Plan, covered with the "fingerprints" of the station's wide audience of viewers, supporters, board members and staff, was approved by the KCTS Board of Directors in June 2005.

We invite you to join us in the accomplishment of these ambitious goals!

Themes

Five principles will be central to our success as an organization. They are incorporated in the KCTS 2006–2010 Strategic Plan as “strategic themes.”

LOCALISM In a world of media fragmentation, public television responds to the critical need for a local media voice. At KCTS, we say, “When it rains in the Pacific Northwest, our programming manager gets wet.” Our content and outreach activities reflect local issues and local community needs.

TRANSPARENCY We earn the public’s trust by making our processes, decisions and financial records easy to understand and available.

PARTNERSHIP We accomplish our mission by working with our viewers and members, community organizations, political and civic leaders, other media and the business community. We seek meaningful partnerships.

CROSS-FUNCTIONALITY We have a core staff of smart, creative individuals who are powerfully committed to public television. To maximize our limited resources, we work together—across departments and areas of expertise.

ASSESSMENT Projects do not start until we spell out the results we expect, how we plan to measure those results and how we define success. Documenting our successes creates a bank of “best business practices” and drives continual improvement.

Tactics

Several basic ideas came up in every tactical planning discussion. We recognize them in the KCTS 2006–2010 Strategic Plan as “organizational tactics” and will make them part of every activity we undertake.

WE WILL:

DEVELOP DECISION-MAKING CRITERIA that reflect and support our strategic goals and operational priorities.

LEVERAGE RESOURCES. We work intentionally to make every effort and dollar go further! We maximize production, programming and operational synergies.

IMPLEMENT BEST BUSINESS PRACTICES. We learn from our fellow public broadcasters and from successful organizations in other industries. We are not afraid to change how we do things if new approaches promise better results.

CONDUCT MARKET RESEARCH and **ESTABLISH FEEDBACK LOOPS.** Our decisions are based on up-to-date knowledge of our business environment and are responsive to the expressed needs and wants of our members and communities.

FULLY COMMUNICATE our policies, intentions, assumptions and results internally and externally.

“PBS was identified as the most trusted local institution by survey respondents, and 79% of them said money given to PBS is well spent.”



401 MERCER STREET
SEATTLE, WA 98109
206.728.6463 KCTS.ORG

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