

BUILDING A STRONG FUTURE

COMMUNITY IMPACT PLAN
FISCAL YEARS 2017 - 2020

PBS
SOCAL
KOCE IS YOUR PBS



www.hispyviewing.com

OUR VISION

A Southern California community inspired to learn more, do more and be more.

OUR MISSION

Foster a love of learning, culture and community using the power of public media.

OUR VALUES

Our values guide everything we do.

We believe when we use our **imagination** we can change the world. That it takes **courage** to do the right thing and **integrity** to do the right thing the right way.

We exist to deliver **quality** experiences. Excitingly **intelligent** experiences that spark intellectual **curiosity** in all of us. They must be **inclusive** experiences – as **diverse** as the community we serve.

We are **approachable**. We listen because that's how we find the important stories, discover our best storytellers and learn what challenges lie ahead.

And we approach each other with **candor** because that's how we get better (and more quickly) – and how we accomplish the big things.

We will realize our vision and achieve our mission through **trust**.

Because without trust, we can accomplish nothing.

BUILDING PUBLIC MEDIA FOR THE 21ST CENTURY

In every American town and city, the public television station is an essential cultural and educational institution in the community. It brings insight and voice to important issues, connects us with the creative arts and breakthroughs in scientific inquiry, and teaches our kids.

In today's media environment, the role of public television is more critical than ever.

In 2011, PBS SoCal became the flagship PBS station for Greater Los Angeles and Southern California, and began building that significant public television institution for our region. In six years, we built a solid foundation for a 21st century public television organization, one that is strong financially and organizationally – and that uses broadcast, internet, mobile and community engagement to deliver content and experiences whose impact is real and enduring.

There's much left to do.

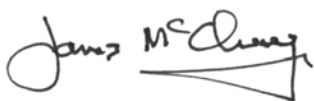
The PBS SoCal Board of Trustees adopted this Community Impact Plan to outline our five strategic priorities as we expand our role in service to Southern California and the nation. Here, we can innovate to create and deliver diverse, high-quality content about the issues our audiences care about. We can develop new educational experiences that help children and adults prepare for and succeed in school and in life. We can build new approaches to collaborations with community partners to make them stronger and our work more effective. Together, we can do more to lift up our community and to spark positive dialogue that inspires engagement and strengthens civic life.

This plan also reflects our view of Southern California and its potential.

We have the opportunity to reimagine public media with insight from the global intersection of technology and entertainment. Right here in Southern California, the brightest and most diverse technology, entertainment, higher education and creative communities converge – creating a melting pot of ideas and talents with a collective power that is transforming media.

We see these opportunities – some immediate and others on the horizon. And while the media landscape is ever-evolving, our vision for the future remains the same: Using the power of public media, we will help inspire our Southern California community to learn more, do more and be more.

Thank you for your support.



James McCluney, Chairman



Andrew Russell, President and CEO



Jim McCluney
Chairman



Andrew Russell
President & CEO

ABOUT PBS SOCAL

In 2011, a small station known as KOCE became PBS SoCal, and stepped into its new role as the primary PBS station for Greater Los Angeles and Southern California. KCET had left PBS, and we had to ensure that all PBS programs would remain available to 18 million people in the six diverse Southern California counties. Over the years that followed, we built our foundation, strengthening our programming and reaching out to audiences. We expanded our education services – partnering with schools and after-school programs across the region to help young children become ready for school.

Today, PBS SoCal is the top-rated and most-watched public television station in the Greater Los Angeles area, and the third most-watched PBS station in the nation. And we now serve the region from our offices in Century City, Costa Mesa and downtown Los Angeles.

PBS SoCal is much more than a mere television station. We deliver our mission through content and experiences that inform, inspire and entertain. These include distinctive PBS programming, person-to-person experiences in the classroom and the community, diverse cultural and community partnerships, and content that is for, about and by Southern Californians.

DISTINCTIVE PBS PROGRAMS

PBS SoCal delivers the full schedule of high-quality PBS programs:

- Great Sunday night dramas like *MASTERPIECE'S Poldark* and *Sherlock*
- Thought-provoking documentaries from *FRONTLINE*, *Ken Burns* and *Independent Lens*
- Fascinating science and nature programs from *NATURE* and *NOVA*
- Inspiring arts and culture programs from *Great Performances* and *American Masters*
- Trusted educational children's programs from PBS KIDS

In addition, we work with talented producers in our region to tell important stories that bring a West Coast voice to the PBS schedule.

AVAILABLE ANYTIME, ANYWHERE

PBS SoCal makes its programming available everywhere, all the time, to everybody – no matter how they access content:



Primary HD channel with the full lineup of PBS shows



Re-airings of PBS programs, plus alternative local and regional programming



The best of public television's nonfiction, news and documentary programming



Educational PBS KIDS programs, 24/7 over the air and online

Our content is also available via pbsocal.org, iOS & Android apps, and streaming services including Amazon Fire, Apple TV, Netflix & Roku.





IN THE COMMUNITY

PBS SoCal's work in the community focuses on inspiring people to fulfill their full potential as lifelong learners who are committed to culture and community. Our content is developed specifically to build knowledge, critical thinking, imagination and curiosity. And we bring it to life through experiences we create in neighborhoods across the region in partnership with local arts, culture, community and educational organizations. Importantly, we help close educational achievement gaps from cradle to career by bringing multi-lingual tools and resources directly to children, parents and teachers.



LEADERSHIP & SUPPORT

We are grateful to the community leaders who share our vision for Southern California as a connected community with a love for learning and the arts, and a strong commitment to improving our neighborhoods. These individuals and organizations – who generously give of their time and resources – reflect the spirit and creativity of our diverse community.

Board of Directors: Provide direction, support and insight that help our leadership team be more successful.

Community Advisory Board: An independent advisory group committed to strengthening PBS SoCal and its service to Southern California.

Community Councils: The driving force behind our community outreach efforts, these individuals help us identify and develop new ways to serve our community and establish the new partnerships necessary to achieve our mission.

Special Initiative Advisory Groups: When PBS SoCal develops a major initiative, we may form a special group of experts to provide advice to the effort, helping us build it from a foundation of experience and knowledge, and ensuring that it's more effective and more impactful and better aligned with community needs.





COMMUNITY IMPACT PLAN

FISCAL YEARS 2017 - 2020

OUR STRATEGIC PRIORITIES

With a strong foundation, PBS SoCal is poised to expand our impact on the community. Over the next five years, PBS SoCal will focus on five priorities that are the foundation for our Community Impact Plan.

1

CREATE

and present high-quality content that educates, inspires and engages

2

GROW

our capacity for engagement so we can directly touch more lives in more ways

3

BUILD

our technical capabilities so we can innovate and deliver content and experiences to all – anytime, anywhere

4

CULTIVATE

long-term partnerships with community organizations to amplify our impact – and theirs

5

INVEST

in building a stronger organization that can be even more effective in achieving our mission



PRIORITY 1

CREATE AND PRESENT HIGH-QUALITY CONTENT THAT EDUCATES, INSPIRES & ENGAGES

KEY STRATEGIES



CREATE

more high-quality content for local and national distribution



BUILD

collaborations with locally based producers



DEVELOP

and present more programming that celebrates the diversity of Southern California and that connects and serves our diverse local and national audiences



EXPAND

and strengthen our local programming, including public affairs, arts and culture, science and technology, and local documentaries



INNOVATE

with content and creative storytelling that engage with audiences on a wide range of platforms, including mobile, over-the-top, and web



PRODUCE

local content that addresses the issues relevant to our region and provides opportunities for civic engagement

CENTRAL TO OUR MISSION IS HIGHLIGHTING IMPORTANT STORIES THAT BUILD UNDERSTANDING OF CRITICAL ISSUES, AND SPARK DIALOGUE AND PROGRESS.

In our diverse region, there are millions of fascinating stories to be told. Important stories that provide a unique perspective, encourage critical thinking, educate and entertain. Diverse stories that, when distributed across a wide array of technologies, make our service more broadly available and inclusive. Many subjects are worthy of attention, including science, history, current events, natural history and the human condition. And, as commercial media shrinks and remains driven by business imperatives, many of these topics are not receiving the attention they deserve.

We include a strong emphasis on celebrating the rich arts, cultural life and creative communities of Southern California. Our work includes arts and culture bubbling up from our neighborhoods, as well as content from the major local arts, cultural, civic and educational institutions that have national and global impact.

Our content can also share what is special in our neighborhoods – which provides inspiration to be more connected. And we can raise awareness of the challenges we face in our community, sparking important conversations that can lead to positive change.

Our advantage is the diversity of talent we have here in Southern California. PBS SoCal is a place that attracts, nurtures and supports creative talent that – in the coming years – will allow us to create and contribute more content to the national PBS schedule. Content that brings the immensely diverse perspective for which the West is known.

We will explore bold new approaches to producing content that involve a variety of producers, with a variety of production components and distribution means. Making us a more inclusive – and a more attractive – media choice.



PRIORITY 2

GROW OUR CAPACITY FOR ENGAGEMENT SO WE CAN DIRECTLY TOUCH MORE LIVES IN MORE WAYS

KEY STRATEGIES



EXPAND

educational offerings to reach more children and families in our community



GROW

awareness of, participation in, and support for engagement programs



BUILD

programs to improve outcomes for populations with extraordinary needs



INCREASE

services and community programs to families in a variety of languages



INNOVATE

to create deeper, richer experiences that advance lifelong learning for audiences of all ages

PUBLIC MEDIA MAKES MEANINGFUL IMPACT IN COMMUNITIES, PROMOTING A LOVE OF LEARNING AND COMMUNITY ENGAGEMENT, AND HELPING IMPROVE THE PROSPECTS FOR A FULFILLING LIFE IN A STRONG, INCLUSIVE, INFORMED SOCIETY FOR OUR NEXT GENERATIONS.

Together with our content, engagement initiatives allow us to address educational gaps in our community – including kindergarten preparedness, 3rd grade reading levels and high school dropout rates. Our educational content and outreach programs together help prepare millions of children for success from cradle to career.

Our mass-media reach also provides us with a unique opportunity to launch public engagement initiatives that spark conversations about the issues we face in our neighborhoods every day. Our rich content provides insight and seeds discussion. And we convene community leaders and residents to discuss, explore and ultimately find new solutions to important issues. Issues like the needs of our most vulnerable populations, such as foster youth.

PBS SoCal has developed a number of successful engagement models which we are expanding locally and making available for replication by PBS member stations across the country. PBS SoCal currently uses these proven engagement models to provide educational experiences to Southern Californians of all ages, cultures and ethnicities, and in many languages. We can build upon our work by creating experiences for audiences with science, history, nature and the many subjects we address in our content. And we will broaden our reach to people wherever they are – online, over the air in their living rooms, or right in their neighborhoods.



PRIORITY 3

BUILD OUR TECHNICAL CAPABILITIES SO WE CAN INNOVATE AND DELIVER CONTENT AND EXPERIENCES TO ALL – ANYTIME, ANYWHERE

KEY STRATEGIES



STRENGTHEN

our digital capabilities to deliver content on the wide range of devices and platforms people use



DEVELOP

a broadcast infrastructure that efficiently uses over-the-air spectrum to deliver a range of channels and services across the region



UPGRADE

our platforms for web and mobile content and services



ADD

capacity for our children's service – with a new TV broadcast channel and streaming service



EVOLVE

and improve our workflows and equipment to take advantage of technology advances in video, multiplatform content management, cloud computing, hardware and software

KEY TO OUR SERVICE COMMITMENT IS ENSURING THAT OUR CONTENT IS EASILY AVAILABLE TO ALL – FOR FREE.

New technologies have always been essential for public media to serve more people with content and experiences that matter. As the media landscape continues to change, we will continue to be responsive. We will apply leading technologies to create and distribute content to all Southern Californians, and accelerate the innovations that help us reach our current and new audiences in even more relevant, meaningful, impactful and engaging ways.

We are prepared to thrive in this constantly evolving media environment. We have upgraded our technical capabilities to deliver our content in new and better ways, and will continue to encourage a spirit of testing, experimentation and agility that does not fear failure. We see opportunity in everything because that is how we will succeed in delivering our mission across Southern California.



PRIORITY 4

CULTIVATE LONG-TERM PARTNERSHIPS WITH COMMUNITY ORGANIZATIONS TO AMPLIFY OUR IMPACT – AND THEIRS

KEY STRATEGIES



EXPAND

existing partnerships and develop deeper, more meaningful partner efforts that amplify benefits to audiences, our partners, PBS SoCal and our community



EVALUATE

and improve to increase our effectiveness as a partner and to strengthen our partner programs



BUILD

relationships and partner with organizations and funders to increase and diversify private and public support



ESTABLISH

new partnerships with more institutions, local content experts, and research-based organizations with compatible goals to create content, offer events and experiences, and engage with our community

AS A RELIABLE, TRUSTED PUBLIC MEDIA PARTNER, PBS SOCAL WORKS WITH DIVERSE ORGANIZATIONS ON TOPICS OF REGIONAL IMPORTANCE WITH THE GOALS OF SPARKING DIALOGUE AND CULTIVATING COLLABORATION.

Southern California is served by significant institutions that are recognized for their effectiveness in providing service to the community over many years. PBS SoCal, too, can make a significant and lasting impact as a major cultural and educational organization, using our expertise in public media to amplify the collective efforts of local community-based organizations. Building long-term partnerships with institutions in our community is key to this approach.

Over the years, PBS SoCal has worked to deepen our impact on the community. We have developed significant community engagement initiatives in the areas of arts, culture and education – thanks in large part to the partnerships we have developed. Cultural institutions like the Music Center, the Huntington Library, the Natural History Museum, LA Opera, The Getty Museum, The LGBT Center, USC and UCLA have worked with us to expand the availability of cultural experiences across the region. And community partners like LA Plaza de Cultura y Artes, local Boys & Girls Clubs, First Five California, and K-12 schools across the region have partnered with us to bring critical educational experiences to our neighborhoods.

These partnerships will continue to be critical in the future, as we work together to craft new ways to serve the diverse people across this region.



PRIORITY 5

INVEST IN BUILDING A STRONGER ORGANIZATION THAT CAN BE EVEN MORE EFFECTIVE IN ADVANCING OUR MISSION

KEY STRATEGIES



NURTURE

our organizational culture of service, creativity and resourcefulness so that our teams can generate new ideas and bring them to market efficiently and effectively



ENGAGE

our boards and councils and ensure they are reflective of the community we serve



CONTINUE

to build our organization's project management capabilities so we successfully and efficiently manage major community projects across various organizational functions



ENSURE

that our organization welcomes, nurtures and supports creativity and high-caliber talent



SUPPORT

our staff and organizational development with in-person and online training, team-building experiences, and effective orientation processes



BUILD

our brand so it is recognized as a PBS station of national acclaim – one that is well-known, highly regarded, and known to be an exemplary steward of public funds and the public trust

OUR ABILITY TO ADVANCE OUR MISSION IN THE COMMUNITY DEPENDS ON THE EFFICACY OF OUR ORGANIZATION.

We must build a world-class organization that can play a national leadership role and be innovative and responsive to new technology developments. We must build an organization worthy of philanthropic investment because it is built to deliver. This requires that we invest in the development of our staff, our leadership, our culture and our brand.

A team of inspired, motivated and talented professionals will drive our success. We operate in a region teeming with creative talent. But attracting and engaging that talent requires an organizational culture that is as nurturing and supportive as it is creative and professionally challenging. So we focus on progressive management approaches and invest in professional development and training, all designed to help our professionals reach their objectives.

It is also essential that we build our leadership, our expertise and skills, our governance and advisory committees, and our management practices. This is particularly important as we continue to innovate and invest in our business in ways that reflect our commitment to being a good steward of the public trust.

To be effective, our staff members need to have the environment necessary to do their work. This includes a cost-effective infrastructure and community presence, with physical locations across our region, equipped with the most up-to-date tools and technologies they need, no matter where in our community they might be. It also includes a strong brand that our community knows, understands and trusts as a community partner, a source of entertainment, an employer and an organization worthy of philanthropic support. Doing so will create the environment necessary for our committed and passionate team to deliver our mission to the community.

OUR PROGRESS

PBS SoCal will attain the strategic goals described in the 2017-2020 Community Impact Plan by building on past successes, lessons and experiences. In that context, here is a summary of important efforts that have built the foundation of the PBS SoCal organization in recent years.

2003-2009

BUILDING FOR THE DIGITAL FUTURE

- KOCE-DT channel 48 goes on the air from Mt. Wilson, reaching 16 million people.
- Two transmitters, digital channel 48 and analog channel 50, run in parallel during the digital transition.
- Digital Master Control signs on, transitioning from previous manual analog MC system to fully automated digital operations.
- The first full HD programs are broadcast on KOCE-HD 50.1.
- The first 24-hour multicast channel, KOCE-OC, (digital channel 50.2), is launched, offering a wide range of Orange County-focused programming.
- Analog Channel 50 goes off the air in 2009.

2010-2013

CREATING & LAUNCHING PBS SOCAL

- KOCE steps into its new role as the flagship PBS station for Southern California as KCET leaves PBS. PBS SoCal is launched.
- PBS SoCal operations relocate to Costa Mesa and our new studio opens.
- Broadcast service begins to the Santa Barbara and Palm Springs/Desert Cities regions, extending service to an additional two million people within our coverage area.
- Full HD production workflow is established in Costa Mesa.
- We launch WORLD Channel on channel 50.4.
- The new full PBS schedule launches, and viewership and membership soon double in size.
- We launch a full-day PBS KIDS program schedule, offering 12 hours of educational programming each day.
- We expand educational programs in the community, and launch our *Ready to Learn* and *American Graduate* initiatives.

2014-2016

PBS SOCAL EXPANSION IN SOUTHERN CALIFORNIA

- Two new PBS SoCal offices are opened – in Century City and Downtown Los Angeles.
- A special initiative is launched to build new cultural and educational partnerships. New partnerships are initiated with many major institutions across Southern California.
- We expand community engagement efforts – more than 100 community events are held each year.
- Our new PBS SoCal Plus channel is launched, offering the best of PBS and locally produced programs. At certain times, it can be the highest-rated public television channel in the market.
- We launch new programs – LAaRT, Studio SoCal and Bonnie Boswell Reports, addressing important news, issues, and arts and culture across the region.
- PBS SoCal grows local production and distribution capabilities, producing programs including *Variety Studio: Actors on Actors*, *Buried History with Mark Walberg* and more.
- We are nominated for 13 Los Angeles-area Emmys and win four.
- We expand our membership programs – adding more than 50,000 new members across the region, representing more than 50% of our revenues.
- PBS SoCal viewership accelerates – our programming initiatives make PBS SoCal the highest-rated public television station in the region and the third-most-watched PBS station in the United States.
- We launch a new website and branding, plus celebrate the 45th anniversary of PBS SoCal KOCE.

LEARN
more
DO
more
BE
more



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