

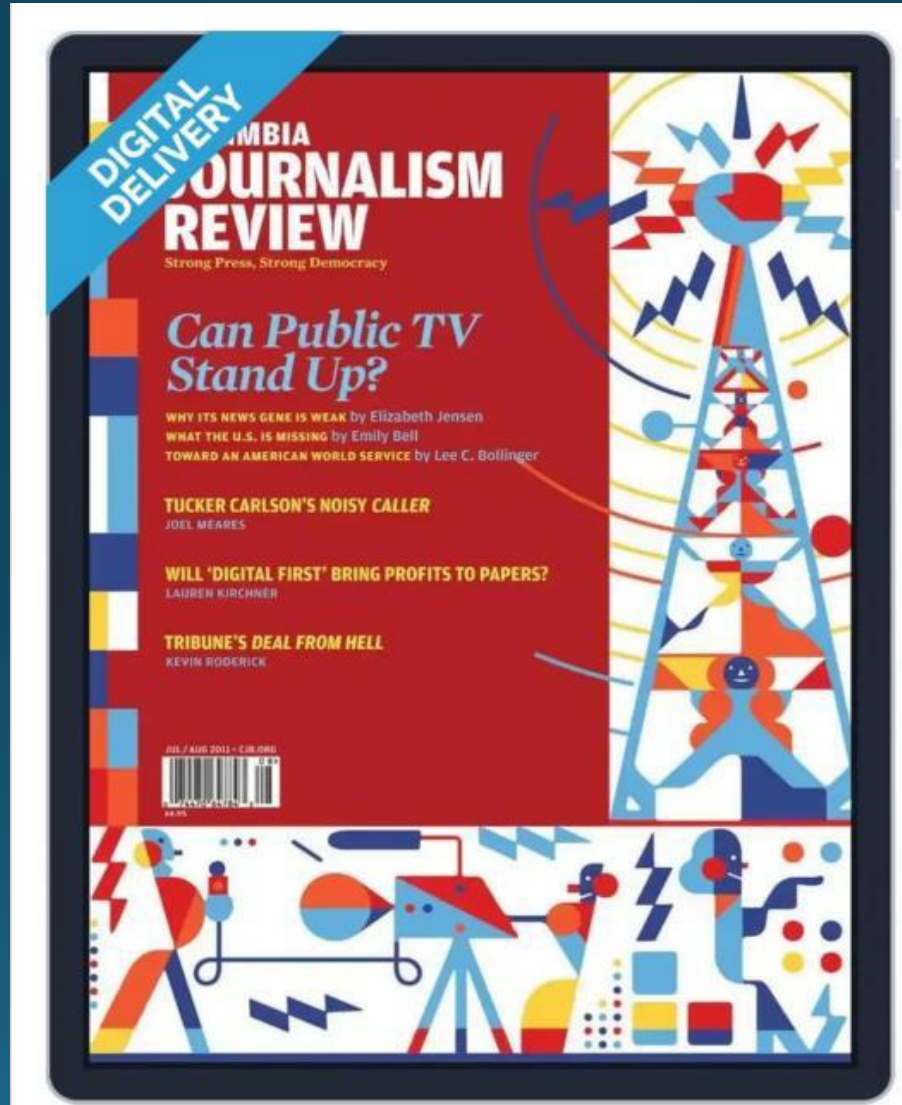
DPTV Strategy Update

An Update for Staff
4th Quarter, FY 2024

First, a little background on
how we got here.

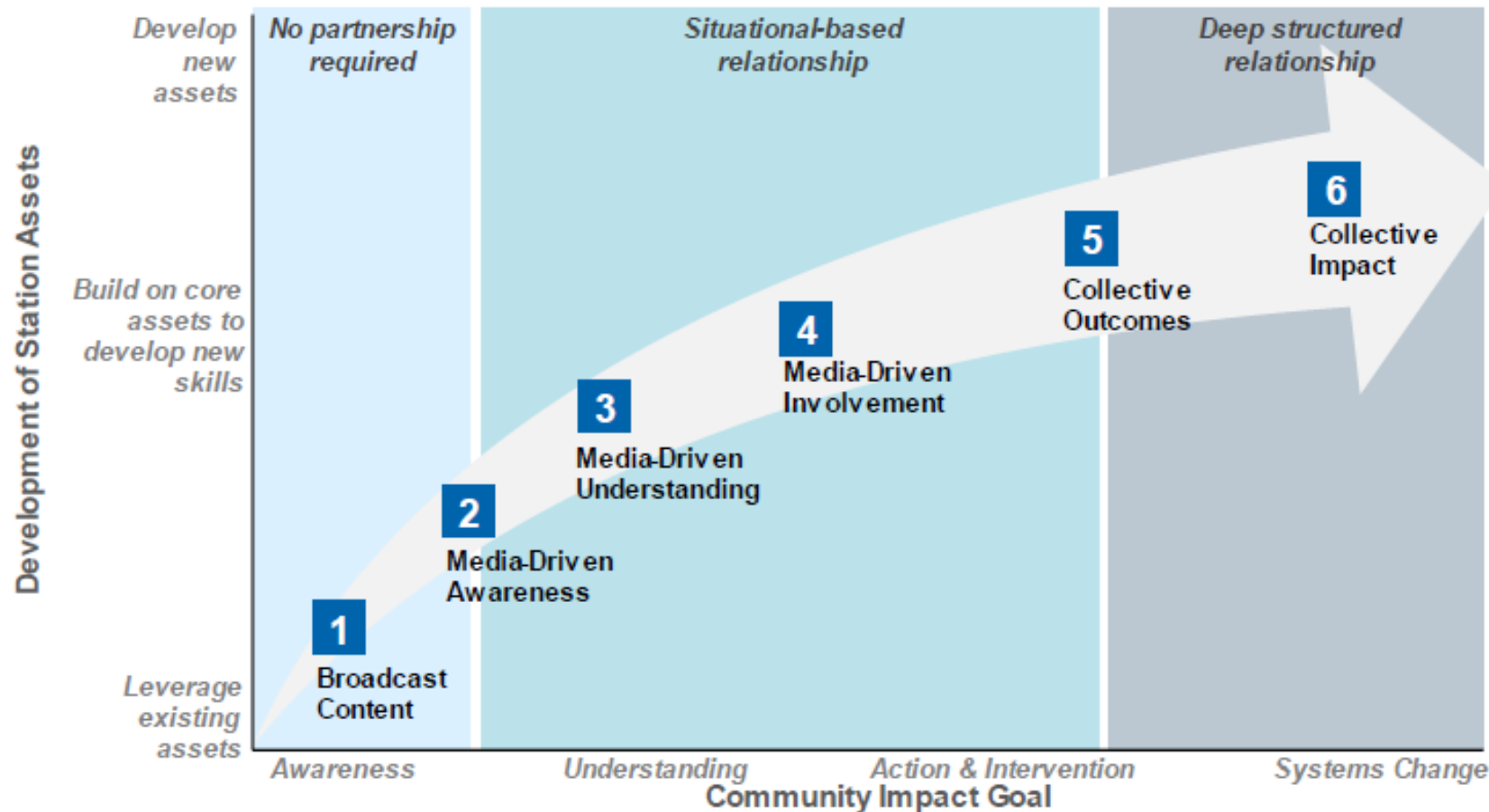
A Strategic Model and a Plan PBS Shared

- A three-station partnership in created “The Urban Agenda.” (2010)
- Public Media’s role in Collective Impact (2011)
- PBS: Public Media Models of the Future Report (2013)



And a Warning
Shot from the
Columbia
Journalism
Review (2011)

The Models Generally Represent an Increasing Need to Leverage Station Assets and an Increasing Complexity of Community Impact

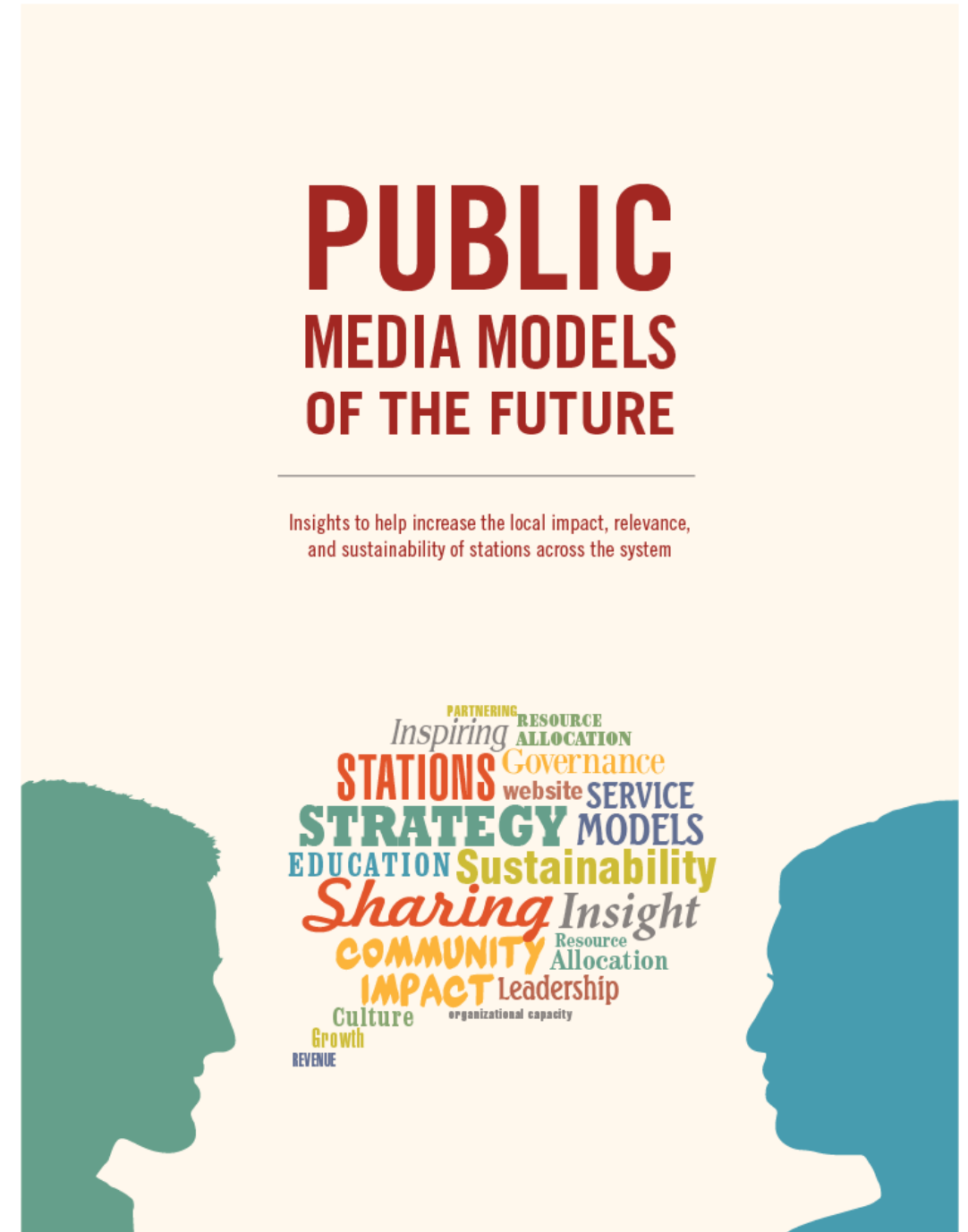


There is great value in all the models but they increasingly require greater station capacity and offer greater opportunities for community impact

The Collective Impact Study (2011)

What Does a Model of the Future Model Look Like?

- It already exists and was shared with the system in 2013.
- When Models of the Future arrived, Detroit Public TV was three years into the work that is driving our future.
- Though the recommendations were largely ignored by the system, it is a relevant today as it was in 2013.



Embracing the Basics of this Model is a Path Forward for All of Us.

- **Addressing community needs** – working with other community organizations to address local social needs
- **Engaging beyond broadcast** – using events and other activities to engage public media audiences in new ways
- **News and public affairs** – providing local news and public affairs content and services that are unavailable from commercial alternatives
- **Production collaborations** – sharing mission-relevant content between station partners in a cost effective way (e.g. the Arts Initiative)
- **Pre-school - K-12 initiatives** – enhanced pre-K-12 services: online courses, hotlines, virtual labs, learning objects, and more
- **Lifelong learning** – adult GED courses and other opportunities for personal growth and lifelong learning
- **Professional development** – professional development for teachers and care givers through online and in-person training courses
- **Workforce training** – multiplatform and cost effective training to enhance job skills and workforce readiness

Including stronger management of costs, outsourcing, strengthening development

- **Cost management initiatives** – keeping operating costs low by adopting good practices, sharing costs with others, outsourcing functions, and adopting other initiatives that enable the station to save money and focus more of its resources on content and services
- **Revenue growth initiatives** – taking advantage of relevant growth opportunities by adopting good practices and utilizing station infrastructure to full effect (e.g. CDP, spectrum leasing, fee-for-service productions, data storage, and more)

It's a scary time in the TV Business...

ENTERTAINMENT / TV

Network TV blues: Will ABC, CBS, NBC and Fox survive?



The Boston Globe

+ Follow

No good news about how the media covers Black people and their communities

Marketing & Media

Buying ABC from Disney could be an uphill battle for Nexstar

Elon Musk strips news headlines from X, posing challenge for media outlets



By Leo Sands

October 5, 2023 at 9:06 a.m. EDT

Legacy Media Waited Too Long For DTC Model, Disney The 'Only Credible Challenger To Netflix,' Analyst Says

Columbia Journalism Review.

The Fall, Rise, and Fall of Media Trust

We are facing both internal and external challenge challenges

Challenges Faced by PBS Stations

- Engagement is often delegated down the organization.
- Development is under-supplied and dismissed by leadership so remains under-developed and often clumsy.
- PBS stations that don't own the city's NPR station don't have a newsroom or a daily news operation.
- Inside of joint licensees, the PBS television station is often diminished, and education has not reached its full potential.
- Too often, we almost-delight in using the phrase "if you have seen one public station, you have seen one public television station," a phrase that allows us to reject suggested changes.

Challenges: Externally

- PBS Stations are not seen as active, everyday partners in most communities. Often, we don't "have a seat at the table" around important local issues.
- We are not seen "journalistic" organizations.
- When foundations talk of about the potential of "public media" they usually mean "the NPR station."
- We are not seen as being diverse. Yet diverse communities uniquely trust us.
- We are often seen being old, out of date, even "bloated."

How DPTV Has Responded

- Made engagement “the air we breathe.”
- Made the the base operation leaner, faster and more productive.
- Rebuilt the staff, production, operations and development teams.
- Strengthened the finance, human resources teams.
- Outsourced areas that didn’t add local value and where we needed outside help.
- Adopted the EOS model.
- Brought the entire staff into the effort, made it part of our culture.
- Made a massive commitment to real, ongoing local engagement.

The 1-and only-1 Mindset

Nobody else can do what we can

1-and only-1

PBS stations hold a
unique, powerful and sustainable position
in every city in America.

We must take larger ownership of this position at a much higher level.

We Don't Recognize Our Uniqueness

- Public television was created to do things differently from others
- With rare exceptions, one and only one serves every community
- Often, we are the only locally owned media outlet in the market
- Stations are virtually never sold
- Non-profit environment
- Multiple revenue lines, including a membership model that leverages the trust and loyalty people have in the PBS Brand
- They are built to be sustainable with a very small team

Today

We are “the last man standing.”

Quite literally, if not us, who?

We can be Detroit’s most important
media voice.

It is time to move.

Building a Shared Future Vision

Our Culture of Engagement

It's the oxygen that fuels our work,
in order to

- Understand issues to prioritize content pillars
- Own the conversation
- Identify stakeholders and “tribes”
- Build partnerships to provide funding, content, distribution and engagement support,
- Develop a database of “subscribers” with strong interest in the issues
- Evaluate and constantly improve



Five Key Parts of Our Business Strategy

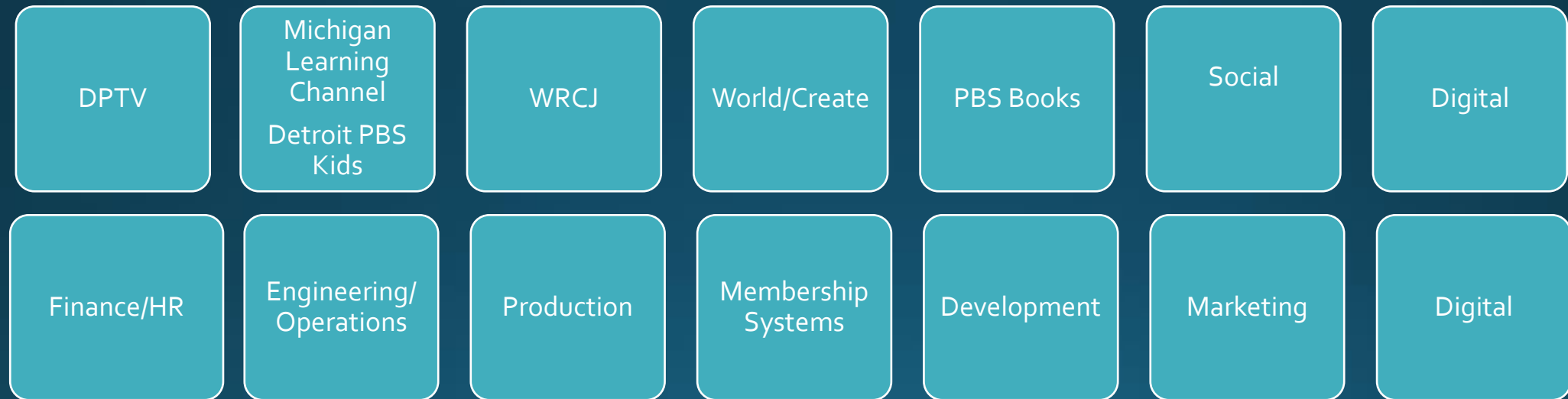
- **Foundations/Platforms:** The strong base required for a successful business
- **Pillars:** The content issues we focus on
- **Owning Conversations:** Relentless engagement with the community
- **Partnerships:** Collaborating with others for greater impact
- **Subscribers:** Establishing a direct-to-consumer relationship with our users

Our Foundation



- Investing in talent that enhances station value
 - Experience
 - Talent
 - Connections
- Outsourcing where appropriate
 - Master control
 - Program schedules
 - Membership services

Channels/Platforms Are Part of Our Foundation



Pillars: Focusing on Issues, not Shows



Education

PBS KIDS
Infants & Toddlers
Pre-School-U
Michigan Learning Channel
Future of Work



Arts & Culture

Detroit Performs Live from Marygrove
90.0 WRCJ
Detroit Opera LIVE
Detroit Symphony LIVE
Detroit Jazz Festival



Journalism & Public Affairs

PBS NewsHour
Frontline
One Detroit
American Black Journal
Mackinac Policy Conference



Energy & Environment

Great Lakes NOW
20-Station Regional Network
Great Lakes News Collaborative
PBS Commitment to Climate Programming



Health & Wellness

WETA Well Beings Tour
Kevin's Song (Suicide Prevention)
With One Voice (Mental Health)
InPACT@Home (Healthy Movement)





Education



Arts & Culture



Journalism &
Public Affairs



Energy &
Environment



Health &
Wellness

Finance

Operations

Production

Membership
Systems

Development

Marketing

Digital

A Culture of Engagement



Education



Arts & Culture



Journalism &
Public Affairs



Energy &
Environment



Health &
Wellness

Finance

Operations

Production

Membership
Systems

Development

Marketing

Digital

Driving the Conversation



Education



Arts & Culture



Journalism &
Public Affairs



Energy &
Environment



Health &
Wellness

Finance

Operations

Production

Membership
Systems

Development

Marketing

Digital

**Driving the
Conversation**

Partners



Education



Arts & Culture



**Journalism &
Public Affairs**



**Energy &
Environment**



**Health &
Wellness**

Finance

Operations

Production

**Membership
Systems**

Development

Marketing

Digital

**Driving the
Conversation**

Partners

Subscribers



Education



Arts & Culture



**Journalism &
Public Affairs**



**Energy &
Environment**



**Health &
Wellness**

Finance

Operations

Production

**Membership
Systems**

Development

Marketing

Digital

Driving the Conversation

- Planting a flag in an issue for ongoing engagement and content
- Sustained attention to issues, stakeholders and partners
- Long-term commitment
- No one and done, no “we did that already”
- Amplifying important events, hosting important conversations
- Becoming a hub aligning and coordinating efforts among a variety of partner organizations to create a real difference in the community

Partners: All Shapes and Sizes

- Funding partners
 - Foundations
 - Major Donors
 - Corporate Philanthropy
- Content Partners
 - Subject Matter Experts
 - Collaborators
 - Advisors
- Distribution Partners
 - Libraries & Museums
 - Schools
 - Community Groups
 - Other media outlets
- Engagement Partners
 - Trained citizens
 - Organizations doing similar work

Subscribers: Developing a DTC ongoing, everyday relationship

- We have lots of members across our stations, but how well do we really know them as people?
 - What are their key interests?
 - Do they have children? Or Grandchildren?
 - Did their parents have an accent? Speak a different language?
- Streaming services are tracking what individuals are watching and making recommendations for what to watch next – a strategy that drives loyalty and repeat viewing.
- How can we help our users negotiate our content more easily in ways that make them feel valued beyond their contribution?

(DTC = Direct to Consumer)

Creating Subscribers:

We need to better understand our users, encouraging them to subscribe and then feeding the relationship every day.

The message to subscribers?

- “We understand your community, your interests.”
- “You trust us.”
- “Tell me more about your interests, your ongoing issues and we can better serve you.”
- “We’re ready to serve you with incredible programming that will move you.”

Membership and financial support will follow our service.

Moving All Viewers to a Free Subscription Model

- This is where audiences are headed. This is their expectation. We are behind.
- Passport is only part of the solution.
- The platforms are there, the mindset needs to catch up.
- We're actively exploring CRM systems that will allow us to better understand and connect our users to the content they value most.

Detroit Public TV Today

It's Working!

On 7/1/23, DPTV entered what will be
the best year in its history.
Media Today

But!

We don't have a minute to waste as we work to build the next generation of our organization.

Opportunities: Carving a Path to the Future

Media Today

Three Scenarios: For the Environment, History, and Kids

Opportunities Abound



Philanthropies Pledge \$500 Million to Address Crisis in Local News

The effort, spearheaded by the MacArthur Foundation, will give grants to support newsrooms and start-ups as concern grows over the rapid disappearance of local news outlets.



John Palfrey, president of the MacArthur Foundation, said Press Forward's goal was to eventually raise and invest \$1 billion to help news outlets that did not have enough revenue to sustain their business. Bryce Vickmark for The New York Times

Columbia Journalism Review editor leaving to encourage news outlets to devote more time to climate

Four major concepts in development

In Journalism & Public Affairs

Public Television stations can become the **backbone organization** for journalism and public affairs in every city in America.

One Detroit is already traveling this path.

In Education

PBS Stations can truly **partner with every parent, family, and teacher** from birth-to-work, on an ongoing and daily basis, to drive success for our children.

We're modeling the path with the Michigan Learning Channel and our early childhood work.

For America

PBS Stations can uniquely and powerfully **partner in every community** and with our entire country as we recapture our diverse history for America250 and explore future **pathways for civility**, public service, and government.

PBS Books has embarked on this journey with the IMLS project and ongoing discussions around civility in government.

For the Planet

PBS Stations can convene both the national and local **conversations** that are needed around **climate change**.

Foundations like Joyce and Mott are excited about what Great Lakes Now is doing to pull together stations and organizations in the Great Lakes Basin.