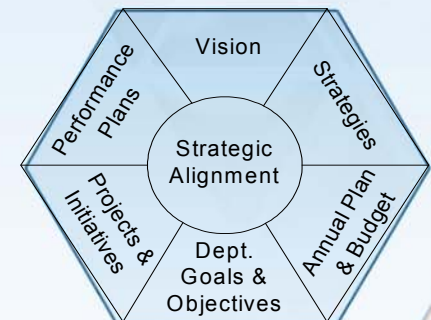


Strategic Alignment

Presented to:
PBMA Conference
June 1, 2005

Strategic Alignment - Model

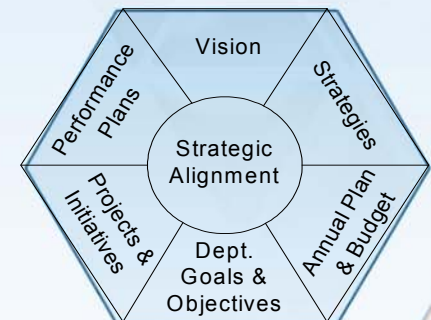
- The effective use of the six primary management tools available to move your organization in a specific direction.
 - Organizational Vision
 - Organizational Strategies
 - Annual Operational Plan and Budget
 - Departmental Goals, Objectives, and Budget
 - Specific Projects and Initiatives
 - Individual Employee Performance Plans



Strategic Alignment - Vision

VISION STATEMENT

WTCG will be an essential, everyday part of life in our community. Its programming and other services will provide a unique lens through which people who live here can celebrate and understand this diverse area, the nation and the world. WTCG will achieve the financial stability required to provide these services to all the citizens of region.



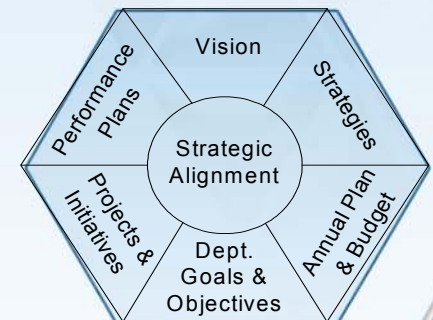
Strategic Alignment – Exercise 1

- On the pad in front of you, write down the key elements of this vision?

Essential part of the community

Help people understand the region, nation and world

Financial stability



Strategic Alignment – Exercise 2

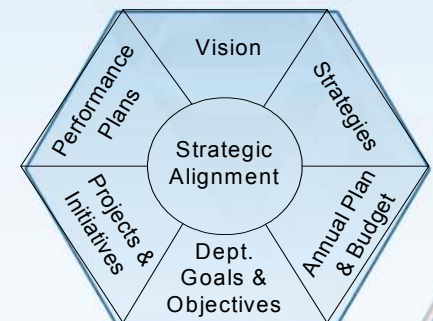
- On the pad in front of you, write down your stations' vision

Show of hands

How many know it by heart?

How many think you're close?

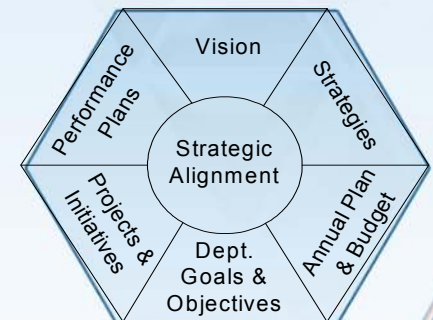
How many either don't know or don't have one?



Strategic Alignment - Mission

Station A - MISSION STATEMENT

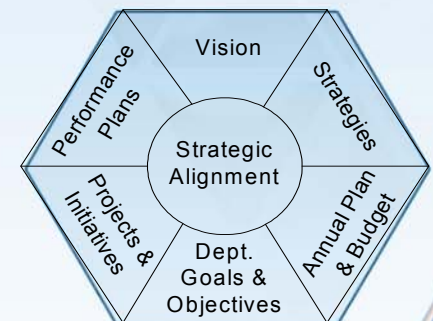
Station A will provide television and radio programming and educational services that contribute to the quality of life in our region. We will support lifelong learning by providing information and entertainment that stimulate and engage the people of our community.



Strategic Alignment – Exercise 3

- What are the three key elements of this mission statement?

TV and Radio Programming
Educational Services
Contribute to the quality of life

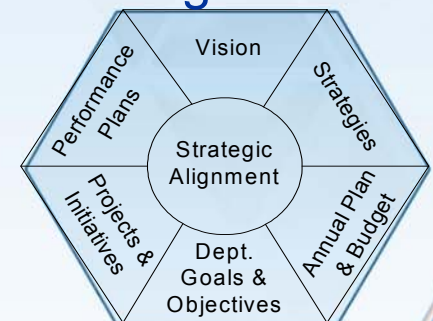


Strategic Alignment - Mission

Station B - MISSION STATEMENT

It is the mission of Station B to provide information and education services, distinguished by integrity, excellence, and innovation, which will:

- Improve the quality of life of our audience and help them cope with a complex world;
- Provide a forum for community interaction and outreach; and
- Give citizens of our community access to indispensable formal and informal education opportunities through varied technologies.



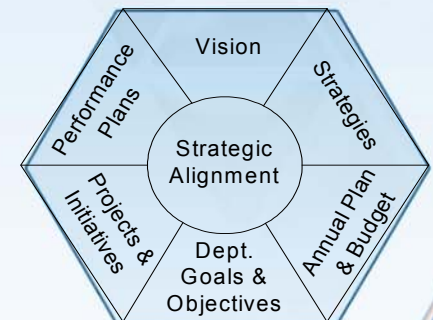
Strategic Alignment – Exercise 4

- What are the three key elements of this mission statement?

Informational Programming

Educational Services

Contribute to the quality of life



Strategic Alignment – Exercise 5

- Write down your stations' mission statement

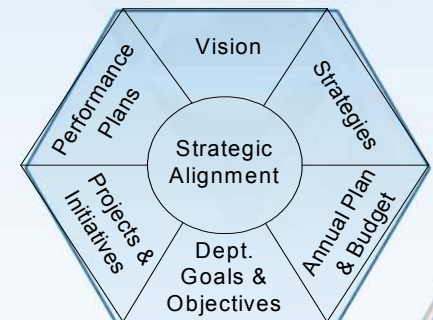
By show of hands

Was this more difficult?

I knew my mission exactly?

I think I'm close?

I don't know ours or we don't have one.



Strategic Alignment – Exercise 6

- What are the three key elements of your mission statement?

By show of hands

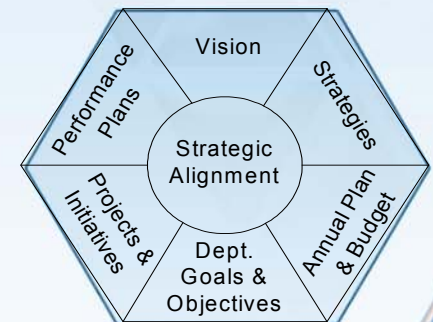
How many had these three items?

Educate

Enlighten

Entertain

Who had something else?



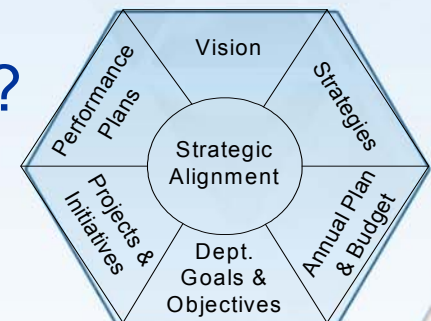
Strategic Alignment – Exercise 7

- Budget Allocation for Education

Given the missions for these two stations. What % of their annual budget should be spent on education?

In reality, one station spent 2%, the other spent 12%. Can you determine which is which?

How much does your station allocate?



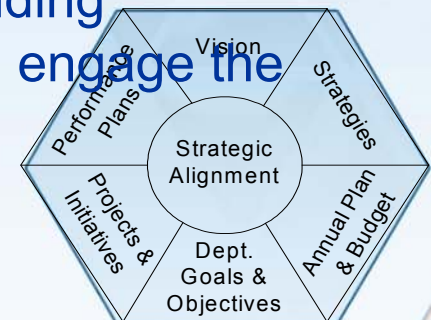
Strategic Alignment - Mission

VISION STATEMENT

WTCG will be an essential, everyday part of life in our community. Its programming and other services will provide a unique lens through which people who live here can celebrate and understand this diverse area, the nation and the world. WTCG will achieve the financial stability required to provide these services to all the citizens of region.

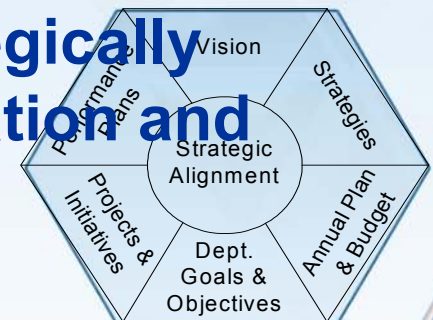
MISSION STATEMENT

WTCG will provide television and radio programming and educational services that contribute to the quality of life in our region. We will support lifelong learning by providing information and entertainment that stimulate and engage the people of our community.



Strategic Alignment - Strategies

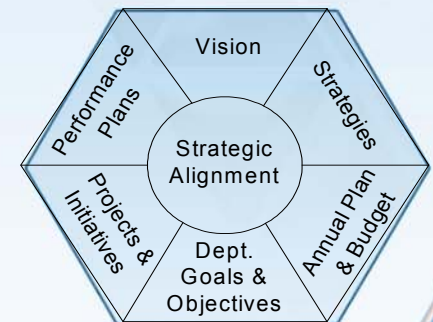
- Strategic Objective #1 – WTCG will respond to the needs and interests of the community
- Strategic Objective #2 – WTCG will have definable, sustainable lines of business.
- Strategic Objective #3 – WTCG will have in place the financial and management information systems and infrastructure needed to support the organization's operations.
- Strategic Objective #4 – WTCG will create an organizational culture that is strategically aligned, rewards teamwork, innovation and learning



Strategic Alignment – Exercise 8

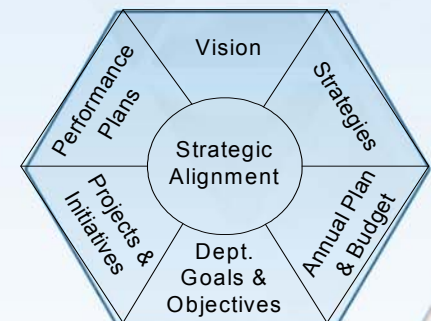
- On the pad in front of you, write down your stations' key strategies.

What are they?



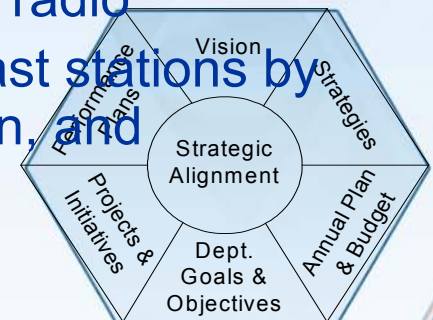
Strategic Alignment - Strategies

- **Strategic Objective #1 – WTCG will respond to the needs and interests of the community**
 - 1) Launch the Center for Regional Citizenship
 - 2) Launch the Virtual High School project
 - 3) Strengthen public affairs programming and initiatives
 - 4) Launch the replacement channel for PBS kids on DTV



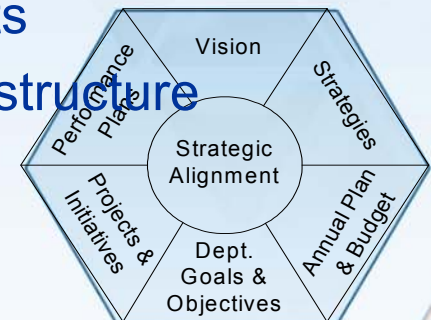
Strategic Alignment - Strategies

- **Strategic Objective #2 – WTCG will have definable, sustainable lines of business.**
 - 1) Implement the initial recommendations of the Business Planning Committee
 - a. Exploit WTCG's assets by expanding educational technology offerings
 - b. Explore options for leveraging physical plant and location
 - 2) Create an integrated marketing and sales structure
 - 3) Hire a marketing and sales manager
 - 4) Create an organization wide marketing and branding strategy
 - 5) Hire program managers for WTCG-TV and radio
 - 6) Strengthen the performance of the broadcast stations by increasing underwriting, program promotion, and audience.



Strategic Alignment - Strategies

- **Strategic Objective #3 – WTCG will have in place the financial and management information systems and infrastructure needed to support the organization's operations.**
 - 1) Comprehensive revamping of membership
 - 2) Comprehensive revamping of fundraising
 - 3) Continued participation in the major giving initiative
 - 4) Expand corporate philanthropic support of WTCG
 - 5) Implement an accounting system to support the lines of businesses
 - 6) Continue to make reporting improvements
 - 7) Continue to improve the technology infrastructure
 - 8) Contribute to the financial reserve fund



Strategic Alignment - Strategies

- **Strategic Objective #4 – WTCG will create an organizational culture that is strategically aligned, rewards teamwork, innovation and learning**
 - 1) Expand management and leadership training with development opportunities for all levels of management
 - 2) Establish a performance incentive plan for key staff
 - 3) Create individual work plans for all staff members that support the WTCG strategic plan



Strategic Alignment – Annual Plan

Strategic Objective 1 (1): Launch The Center for Regional Citizenship

Strategic Outcome: *What is it we intend to accomplish?*

FY 06 Objectives:

Measurement: *How will we know we attained our strategic outcome?*

Responsibility: *Who is in charge?*

Start Date: *When will we begin?*

Ending Date: *When does it need to be completed?*

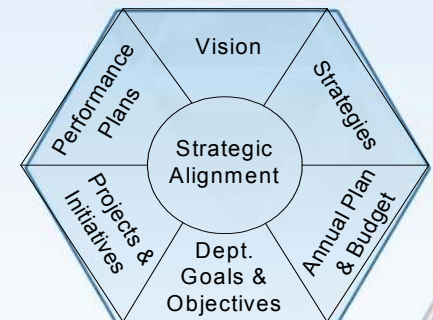
Status of Goal: *Where are we as of this report?*



Strategic Alignment – Exercise 9

- On the pad in front of you, write an expected outcome for this initiative.

Who will share their ideas?



Strategic Alignment – Annual Budget

Vision

Essential part of the community

Help people understand the region, nation and world

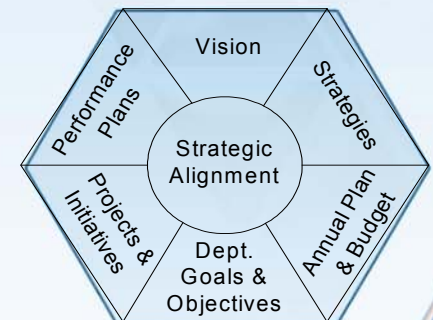
Financial stability

Mission

TV and Radio Programming

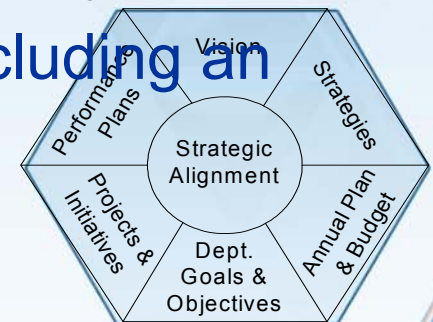
Educational Services

Contribute to the quality of life



Strategic Alignment – Annual Budget

- Community Ascertainment
- Organize around lines of business with annual margin targets
 - TV
 - Radio
 - Education
 - Entrepreneurial Services
- Center for Regional Citizenship, Virtual High School
- Investment in financial and information systems
- Revamp the organizational culture including an incentive plan for all employees



Strategic Alignment – Departmental Goals

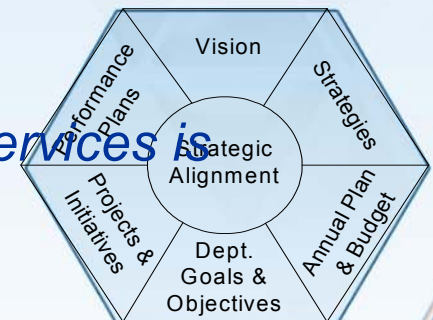
Lines of Business

Television - *The mission of Television is*
Margin goal for FY 06 is

Radio - *The mission of Radio*
Margin goal for FY 06 is

Education - *The mission of Education is*
Margin goal for FY 06 is

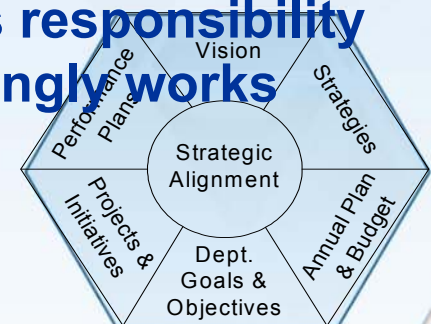
Enterprise Services - *The mission of Enterprise Services is*
Margin goal for FY 06 is



Strategic Alignment - Initiatives

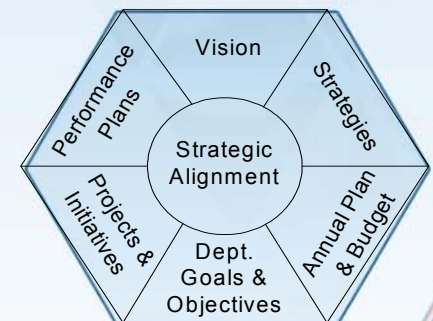
- Organizational Cultural Values
 - Strategic Objective 4 – “create an organizational culture that is strategically aligned, rewards teamwork, innovation and learning”
 - Statement of the value
 - **Teamwork**
 - Definition of the value

Demonstrates, through activities and behaviors, an ability to willingly help others achieve individual and organizational goals and objectives or to accomplish tasks, measures performance, accepts responsibility for individual and team goals, and willingly works towards a common purpose.



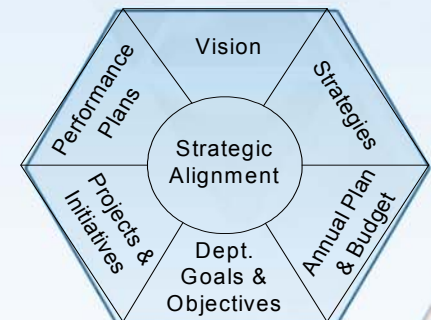
Strategic Alignment - Initiatives

- Organizational Cultural Values
 - Define the observable behaviors that meet the definition
 - Work towards team goals
 - Meets all commitments
 - Challenges concepts – Support the final decision
 - Model the right behaviors
 - Accepts responsibility for your own actions
 - Shares credit for accomplishments
 - Always plays fair



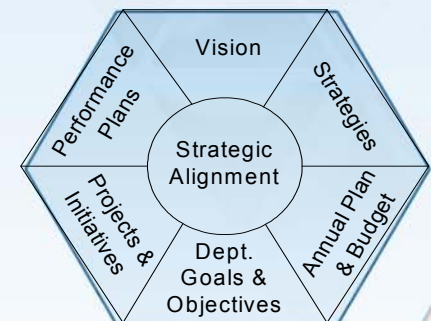
Strategic Alignment - Initiatives

- Organizational Cultural Values
 - Values defined to date
 - Teamwork
 - Credibility
 - Integrity
 - Loyalty
 - Leadership
 - Accountability
 - Respect



Strategic Alignment – Exercise 10

- What “Organizational Cultural Values” would you add to the list?
 - Definition
 - Behaviors
- Will anyone share theirs with us?



Strategic Alignment – Performance Plans

- Job Planning

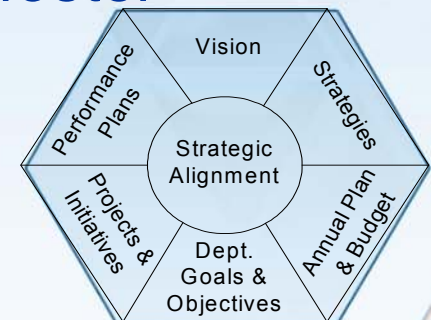
Position Title: Finance Director

Job Description: Responsible for financial management of the station, including supervision of accounting staff. As part of the organization's senior management team, the position assists in setting and achieving the station's mission, goals and objectives, while assuring on-going financial stability and operating viability. The position will be responsible for implementation and monitoring of the strategic plan, as set by the Board of Directors of the station.



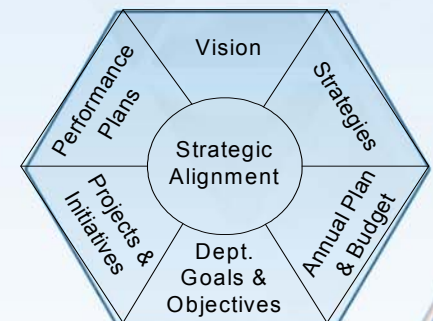
Strategic Alignment – Performance Plans

- 1. Performance Factor:** Facilitate the station's financial planning and annual budget process, including financial analysis of anticipated or proposed special projects/investments. It is the responsibility of this position to provide guidance to the senior management team in developing the annual budget by informing them of historical results, as well as providing overall contextual information and recommendations to foster financially sound decision-making.



Strategic Alignment – Performance Plans

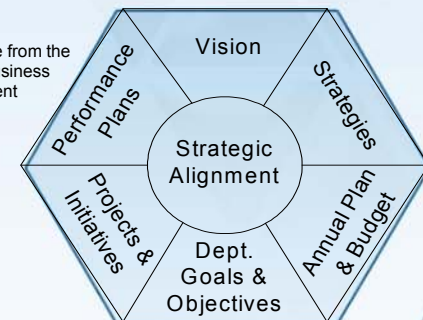
Standard: An operating budget that is fiscally balanced, with sufficient surplus to fund depreciation and provide for approved capital purchases. A financial analysis, including multi-year projections, if applicable, should be provided to management for all special projects and/or proposed investment planning.



Strategic Alignment – Performance Plans

Performance Category: Financial Performance 25%

Goals	Objectives	Weight	Success Measures	Timeline	Support Required
1. Stewardship Ongoing	Operate WHRO as an open, accountable organization; Present an annual budget with a positive operating surplus and submit it to the Board for approval 90 days prior to implementation; Conduct an annual audit and achieve a "clean opinion" Create a cash reserve/depreciation fund and put the operating surplus into the fund at year end	35%	Standard - (1) Operating margin is positive; (2) Audit receives a clean opinion; (3) Established a cash reserve/depreciation fund; (4) Deposited the operating surplus into the cash reserve fund at year end	Q4, FY05	None
2. Strategic Planning	Create a five year revolving strategic plan aligned to the Board's vision	20%	Standard - The strategic plan is completed and approved by the Board; Annual staff goals align to the plan; The annual budget aligns to the plan; The plan establishes a performance management system with rewards based on performance Standard - Total revenue increased by 11% or more Stretch Goal - Total revenue increased by 15% or more	Q2, FY05	None
3. Expansion of Earned Income	Increase revenue from existing fundraising activities and from the introduction of new services and products to traditional and non-traditional customers	25%	Standard - Total revenue increased by 11% or more Stretch Goal - Total revenue increased by 15% or more	Q4, FY05	Board and foundation support for major fundraising activities
4. Margin Goals	Develop and implement margin goals for the lines of business	20%	Standard - Margin goals established for fundraising, education, media solutions, technology, radio and television Stretch Goal - Operating margin exceeds 5% for the enterprise	Q4, FY05	Assistance from the Board's business development committee
		100%			



June 1, 2005

Strategic Alignment – Summary

- The six key elements of strategic alignment we have discussed today are:
 - Vision and mission
 - Strategies
 - Annual plans and budgets
 - Departmental goals
 - Specific projects and initiatives
 - Performance plans
- Only shown samples of the process – Much more to show but time is limited
- Copies of the presentation are available if you leave your business card with me.

