



america's
STORYTELLER

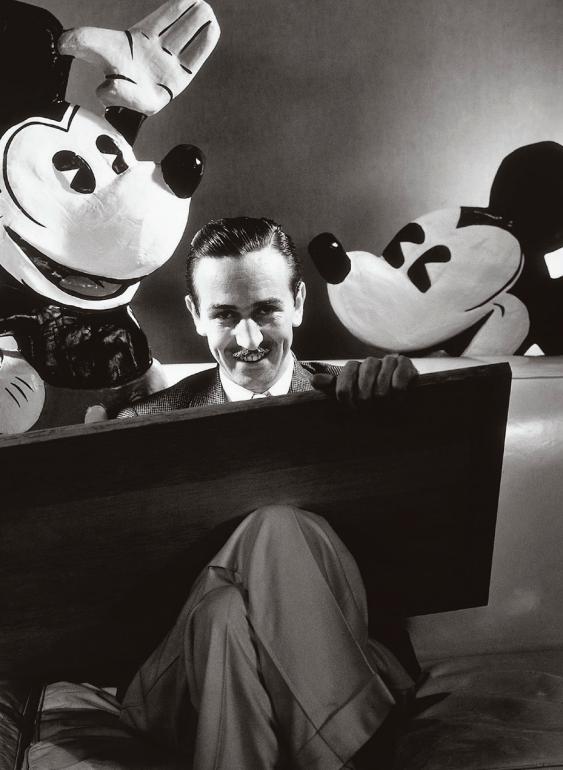


PBS®

STAKEHOLDERS REPORT

May 2016

RETURN ON STATIONS' INVESTMENT



In FY 2016, PBS maximized the investment made by stations by executing against the multi-year PBS Strategic Plan, which is dedicated to strengthening public media's service to the American people by delivering a connected media strategy that differentiates stations from anything else in the marketplace. The plan rests on three pillars:

- Transform the public broadcasting experience by building distinctive, relevant national content and distribution mechanisms.
- Strengthen the financial health of PBS stations and the public television system.
- Develop a culture of innovation.

Among the key priorities, PBS focused on delivering high-quality, educational content across platforms. For instance, 79% of public television's full-day weekly cume in a typical week was generated from National Program Service (NPS) programming.

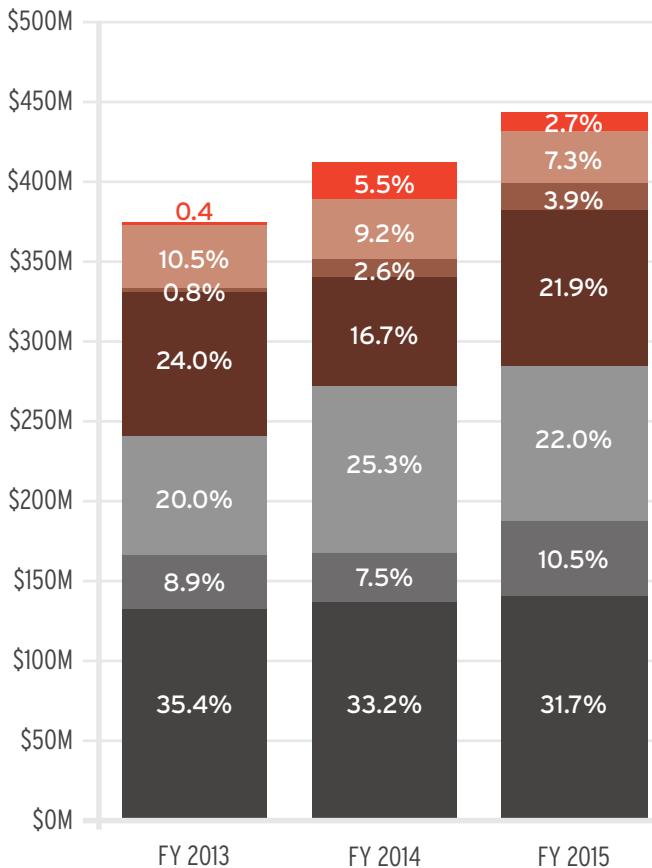
Other key priorities included investing in PBS' infrastructure and systems to ensure that local and national content can reach viewers wherever they are, and creating tools and resources that strengthen station vitality and organizational capacity.

PBS leverages its member dues and other sources of funding to acquire content at a multiple of member station support.

Funding Sources for Content

- 
- Foundations
 - CPB
 - Revenue Generating Activities Reinvestment
 - Third Party
 - Co-production
 - Corporate
 - Member Dues

Third Party sources include financial support from foundations, government, individuals and other media, etc.



GENERAL AUDIENCE CONTENT

PBS continued its investments in ongoing series and genre-defining specials, delivering a steady stream of new hours to stations while also developing a pipeline of projects that complemented existing assets. This investment resulted in strong ratings. For the full 2014-15 season, PBS maintained its fifth place household ranking among broadcast and cable networks.

The primetime schedule offered the very best history, science, natural history and arts programming, presented more independent film to more viewers than any other media brand, and shared drama based on historical fact. Through an integrated, multiplatform promotional strategy, PBS and station content and services continued to be positioned as relevant, distinctive, essential and diverse.

These commitments helped increase the visibility and reach of public television content.

- Over the course of a year, 82% of all U.S. television households – and 198 million people – watch PBS. The demographic breakdown of PBS' full-day audience reflects the overall U.S. population with respect to race/ethnicity, education and income.

(Nielsen NPower, 9/22/2014-9/20/2015)

- Each month, nearly 100 million people watch their local PBS stations.

(Nielsen NPower, 10/2014-9/2015)

- Americans viewed more than 5.1 billion videos across all PBS digital platforms in 2015, a new record for PBS.

(Google Analytics, 1/2015-12/2015)

- PBS averaged a 1.46 primetime household rating during the 2014-15 season, ranking it the #5 broadcast and cable network.

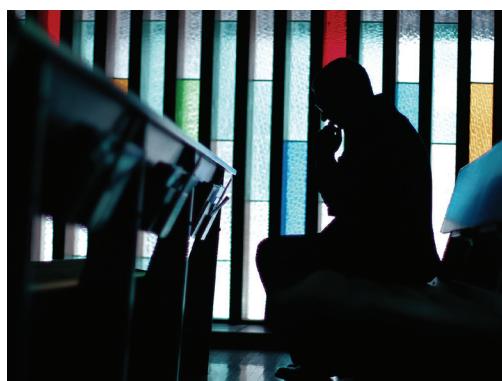
(Nielsen NPower, 9/22/2014-9/20/2015)

- The first quarter of calendar year 2016 was PBS' highest-rated quarter in more than six years. The quarter's 1.72 primetime household rating was up 5% over the same time period last season and continued PBS' long-term trend of first quarter, year-over-year audience growth that began in 2010.

(Nielsen NPower, 1/1/2015-3/31/2015 and 1/1/2015-3/31/2016)

- Through March for the current 2015-16 season, PBS' primetime household audience is significantly larger than many commercial channels, including A&E (PBS' audience is 161% larger), Bravo (127%), TLC (140%), HBO (122%), Discovery Channel (47%) and HGTV (40%). In addition, PBS' primetime rating for news and public affairs programming is 54% higher than CNN's prime-time audience.

(Nielsen NPower, 9/21/2015-3/27/2016)





CONNECTING NATIONAL PROGRAMS TO LOCAL COMMUNITIES

During the course of any fiscal year, the largest and most important investment made by PBS and stations is in content. In FY 2016, PBS continued to focus on a portfolio of key genres: history, science, natural history, drama, the

arts and independent film, and news and public affairs. In addition, PBS and local stations worked together on multiplatform initiatives that connect national programs to station community engagement efforts.

SPOTLIGHT ON **News & Public Affairs**

Through news and public affairs programming, PBS and member stations are well positioned to bring the American public the important issues of the day with the context and depth necessary to make informed decisions. In FY 2016, PBS announced a comprehensive schedule of Election 2016 news, public affairs, documentary and corresponding digital programming. At the center of this multiplatform initiative is a new strategic partnership with NPR that allows for sharing of news content between the two organizations, as well as from local PBS station newsrooms across the country. PBS kicked off election coverage this winter with the "PBS NEWSHOUR Democratic Debate" and the April launch of *POINT TAKEN*, a new series from WGBH.

The system also collaborated on *AMERICA AFTER CHARLESTON*, a town hall meeting held to explore the issues raised by the shootings in Charleston, South Carolina. Gwen Ifill moderated the special broadcast, produced through a partnership with WETA, WGBH and South Carolina ETV.

Perspectives shared on social media before the taping were incorporated into the town hall conversation, and, during the broadcast, viewers turned to social media to become part of the conversation. On the night it aired, *AMERICA AFTER CHARLESTON* was the #1 most social special on the day of broadcast. This engagement and the important dialogue it sparked is at the heart of the system's work and, in May, additional *AMERICA AFTER* town hall conversations followed the premieres of *INDEPENDENT LENS* documentaries "Peace Officer" and Abigail Disney's "The Armor of Light."

SPOTLIGHT ON **Partnership with the BBC**

PBS has partnered with the BBC to bring new natural history, science, history, religion and arts programs to the schedule, providing a pipeline of high-quality entertaining factual programs that includes limited standalone specials as well as new programming for ongoing series, such as *NATURE*, *GREAT PERFORMANCES* and *NOVA*. This co-production partnership kicked off in August with *BIG BLUE LIVE*, a first-time live event documenting the

late-summer confluence of whales, and other sea life, as it happened in Monterey Bay, California.

This three-night event was a strong performer across platforms. On TV, it reached an average of 2.2 million households and nearly 2.7 million total viewers, and achieved a strong percentage growth among targeted younger viewers, reaching 90% more people age two to 17 versus the average audience. Concurrently, the series inspired the largest and most diverse digital and social engagement integration in PBS history and one of the largest ever for a natural history program. The comprehensive *BIG BLUE LIVE* website and creative social strategies allowed users to discover and explore beyond the broadcast and join the nationwide conversation through an integrated on-air and online social experience. Locally, stations engaged viewers through a special *BIG BLUE LIVE* Bentomatic website that complemented the overall website and also via social platforms using the hashtag *#BigBlueLive*. During the broadcast, posts from communities across the nation appeared online via an interactive activity map.



SPOTLIGHT ON **PBS Indies**

Independent film is a vital part of meeting public media's mission to present a diversity of perspectives and voices on important and complex issues. In FY 2016, PBS launched a multiplatform strategy in partnership with INDEPENDENT LENS and POV to utilize strategic scheduling, digital content and distribution, and outreach to increase the reach and visibility of independent film on PBS stations.

A centerpiece of this strategy was Stanley Nelson's *THE BLACK PANTHERS: VANGUARD OF THE REVOLUTION* from INDEPENDENT LENS, which was supported by theatrical release. The film's broadcast premiere posted a 1.53 household rating, a season high for the indie strand. An average of 787,000 black head-of-household homes tuned in to the program, the most for any PBS program since 2009, and nearly half of these black viewers (45%) were non-recent viewers of PBS.

Online, PBS promotes independent films and filmmakers through the PBS Indies hub, pbs.org/indiefilms, and the annual PBS Online Film Festival.

SPOTLIGHT ON **Sunday Night Drama**

Sunday night on PBS is one of TV's top destinations for drama and drives significant revenue back into the system. Through an expanded drama footprint, 20 additional hours of MASTERPIECE were added to the schedule, a strategy that brought viewers "Poldark" and "Grantchester," and PBS invested in more seasons of series such as CALL THE MIDWIFE and LAST TANGO IN HALIFAX.

FY 2016 included the final season of "Downton Abbey" on MASTERPIECE and the premiere of MERCY STREET, PBS' first original drama in over a decade. The sixth season of "Downton Abbey" was the highest rated ever, averaging more than 10 million viewers watching at any time. The nine-episode season reached a total of 26.4 million viewers – nearly a million more than the prior season. Leading up to the January premiere, stations hosted over 300 screening events, and cast members participated in a number of media and fan events in New York and Washington, D.C. "Downton Abbey" served as a strong lead-in for MERCY STREET, which reached a total audience of 14 million people. The first season of this Civil War-era series was a true model of an integrated collaborative effort. For example, PBS

leveraged the actors' significant social media following to promote the series, and the PBS LearningMedia team collaborated with PBS Digital Studios series "The Good Stuff" to introduce a special collection of Civil War-inspired episodes targeting middle and high school students and teachers.

SPOTLIGHT ON **PBS Arts**

During the 2014-15 season, PBS stations offered nearly 600 hours of arts and cultural programming, which was watched by over 110 million people. Last autumn, PBS and stations once again offered the PBS Arts Fall Festival, a cornerstone of the Friday night arts programming lineup. Reaching millions of viewers, the festival underscored stations' ongoing commitment to provide audiences the best of the arts on-air and online. As part of the festival, stations were able to apply for 10 promotional event grants to support and highlight the arts in local communities, as well as to drive awareness to the festival.



PBS KIDS EDUCATIONAL MEDIA

In FY 2016, PBS KIDS continued to differentiate its content from competitors with series developed with the needs of today's children in mind and focused on fundamental academic areas – such as literacy and STEM (science, technology, engineering and math) – as well as collaboration, communication, critical thinking and creativity, which research has shown are increasingly important skills in the 21st century classroom and workplace.

Through a strategy to teach, reach and sustain, children engaged with PBS KIDS' content experiences seamlessly across platforms – from TV, to digital platforms, to related hands-on activities families can do away from

the screen. By using media across all platforms as a catalyst for early learning – particularly for those in underserved communities – PBS KIDS and member stations are impacting the way America's children learn and grow.

- 71% of all kids age two to eight watched PBS during the 2014-15 season.

(Nielsen NPOWER 9/22/14-9/20/15, L+7 M-Su 6A-6A
TP reach, 50% unif., 6+min.)

- PBS stations reach more kids age two to five, more moms with young children, and more children from low-income families than any other kids TV network.

(Nielsen NPOWER, 9/22/14-9/20/15, L+7 M-Su 6A-6A
TP reach. K2-5, LOHW/C6, K2-11w/Inc<\$20K. PBS, DSNY,
NICK, DSNYJr, NICKJr, SPRT, TOON & DISCFam)

Through March of FY 2016, more minutes were spent viewing video on pbskids.org than on any other site in the kids' category. On average, streaming on pbskids.org accounted for 52% of all time spent watching kids video online. In addition, PBS KIDS launched 11 apps during FY 2016, many of which received critical acclaim and were rated highly by users.

SPOTLIGHT ON **NATURE CAT and READY JET GO! Debut**

In FY 2016, PBS KIDS launched two new media properties: NATURE CAT and READY JET GO!

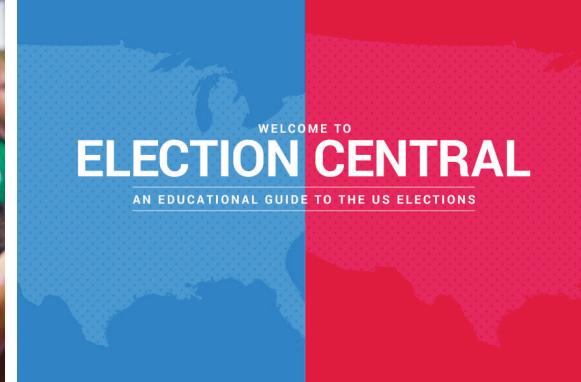
Designed to encourage children to explore and develop connections with the natural world, NATURE CAT premiered November 25 following a strong lead-in from WILD KRATTS "A Creature Christmas." To build momentum, the premiere was followed

in January with a tentpole event. Since its premiere, NATURE CAT has reached 6.8 million kids.

To build excitement in advance of the February 15 on-air premiere of READY JET GO!, PBS KIDS debuted twelve full-length episodes for free on localized digital platforms, including pbskids.org, the PBS KIDS Video App and PBS KIDS Video on over-the-top streaming platforms, such as Roku and Apple TV. Since its premiere, the Earth science and astronomy series has reached 4.4 million kids.

PBS KIDS also introduced three new movie specials: "Curious George 3: Back to the Jungle," which, combined with the CURIOUS GEORGE series, reached 3.5 million kids age two to eight over the course of the tentpole week; WILD KRATTS "A Creature Christmas," which drew more than double the typical ratings for the WILD KRATTS series; and "Peg and Cat Save the World," which, combined with the PEG + CAT series, reached nearly one million kids in its premiere week.





SPOTLIGHT ON **Ready To Learn**

In an effort to bridge the achievement gap and improve the educational outcomes for all of America's children, PBS KIDS, in partnership with CPB, developed innovative educational content and services delivered by local stations. Funded by the U.S. Department of Education's Ready To Learn (RTL) grant, these resources focused on helping children in low-income communities build the math and literacy skills they need for success in school and in life.

In September, the Department of Education announced that CPB and PBS had been awarded a new RTL grant that will provide \$19 million in year one of a five-year grant to fund science and literacy media initiatives to support the learning needs of children in low-income communities. This new grant will build on previously funded work that research has proven to help narrow the achievement gap.

Third-party studies of content developed through the previous grants show that children exposed to PBS KIDS resources improve in math skills, and usage of this content across media platforms significantly supports children's early math learning, while increasing family engagement and enhancing educator effectiveness.

COMMITMENT TO EDUCATION

PBS and member stations have an enduring dedication to education at the local and national levels. In FY 2016, PBS Management worked with education strategy advisor Tucker Capital to identify opportunities to enhance PBS' work for children, families and educators. As a result of that effort, the PBS KIDS and the PBS Education teams were brought together to create new, innovative educational media services and to bring greater alignment to work at PBS and with stations, all with a focus on enabling each station to serve as an effective local resource to promote learning for all ages.

PBS LearningMedia, a partnership of PBS and WGBH Educational Foundation, continued to serve as a key distribution tool for local stations to reach classrooms. This media-on-demand service offers educators access to the best of public media and delivers research-based, classroom-ready digital learning experiences to engage students around standards-aligned curriculum concepts.

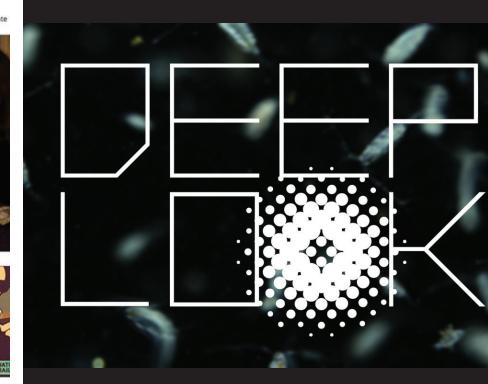
PBS LearningMedia has been localized by 99% of member stations and reaches nearly two million educators, providing access to more than 120,000 curriculum-aligned digital resources from over 205 trusted media partners. An estimated 40 million students nationwide are impacted by PBS LearningMedia.

SPOTLIGHT ON **Election Central**

Enhancing PBS' core content and aligning it to key instructional needs in classrooms leverages the most important investment the system makes, while also providing additional opportunities for stations to serve public media's mission and increase their local value proposition. An example of this is "Election Central." As part of the overarching PBS Election 2016 initiative, PBS LearningMedia partnered with PBS NEWSHOUR to develop this online destination of election-related resources and content with age-appropriate, thoughtfully curated information to teach K-12 students about the political process.



The screenshot shows the PBS LearningMedia homepage with a featured video for 'Mercy Street'. Below the video, there's a section for 'PBS KIDS' and a schedule for various PBS shows. A sidebar on the left provides links to 'PBS LearningMedia' and 'PBS TeacherLine'.



SPOTLIGHT ON Digital Innovators Program

For the fourth consecutive year, educators from across the country were selected for the PBS LearningMedia Digital Innovators Program. The program honors teachers who exemplify excellence in using technology and digital media to support student learning. Hundreds of teachers were named to the newly expanded program. A panel of esteemed judges selected 52 educators as Lead Digital Innovators, representing almost every state and Washington D.C. Members of the program received year-long professional development opportunities, virtual trainings, exclusive resources from PBS LearningMedia Custom, a free PBS TeacherLine professional development course, networking opportunities and more.

DIGITAL PLATFORMS

In FY 2016, PBS Digital collaborated with stations to develop strategies and content that empower them to succeed in the current media environment by reaching millions of people, engaging them with content and with each other, connecting them with their local communities and inspiring them to reach their full potential.

Key launches to help stations succeed in the digital arena included a local station member benefit, Passport, and the redesign of pbs.org. The new pbs.org put stations front and center, highlighting local promotions, products, services and events that affect communities. Early results showed that the redesign drove significant performance improvements, including a 470% average increase in referrals to station websites and a 50% year-over-year increase in clicks to donate. The donation link is localized and hosted by stations, driving contributions directly to those stations.

- Americans watched 393 million videos across all of PBS' web, mobile and connected device platforms in March 2016; 82% of these streams were delivered on a mobile platform.

(Google Analytics, 3/2016)

- Combined, PBS had 28.6 million unique visitors to its sites in March.

(Google Analytics, 3/2016)

- In total, PBS' general audience and kids mobile apps have been downloaded 39.5 million times.

(AppFigures)

- 314 million streams were delivered on the PBS KIDS mobile video apps in March.

(Google Analytics, 3/2016)



SPOTLIGHT ON PBS Digital Studios

Since 2012, under the PBS Digital Studios umbrella, PBS and stations have produced high-quality original content exclusively for digital platforms. In FY 2016, PBS Digital Studios produced and distributed more than 30 series from national and station-based producers. February and March 2016 were the network's best months ever with 30.5 million monthly views across all of its channels. Nearly 80% of the PBS Digital Studios' 7.8 million subscribers are under the age of 34, making it a must-watch for this demographic.





PBS **CSPI**

CORPORATE SUPPORT PERFORMANCE INITIATIVE

Welcome to the PBS Sustainer Learning Center

Please log into your PBS account for full access to the learning center's resources.

Getting Prepared: A dynamic resource designed to give you background, context and real-life examples to help you build a monthly giving campaign that maximizes revenue through best practices.

Techniques: Best practices for converting valuable donors to sustainers using a multi-channel approach.

Maximize Your Program: Guide to retaining, engaging, and upgrading more giving sustainers.

Resources: Everything you need to maximize your sustainer tool including files you can download and print.

Now begin here

Getting Prepared • Techniques • Maximize Your Program • Resources

wttw Activation Complete!

Welcome to **WTTW Passport**

Your Stations: wttw

Look for the **WTTW Passport** symbol.

Enjoy past episodes of your favorite shows and explore undiscovered content.

Get Started

PBS DEVELOPMENT SERVICES

PBS Development Services helped strengthen the financial health of stations by supporting station development efforts across digital platforms, philanthropy and corporate sponsorship with a goal of ensuring that every station had the resources necessary to cultivate, solicit and steward financial support through effective fundraising operations. These tools included the Sustainer Learning Center, the year-end giving toolkit, the Corporate Revenue Innovation Council, the Planned Giving Capacity Building Project, as well as resources and professional development opportunities geared towards maximizing local efforts to garner financial support.

Over the past year, 465 station staff members at 113 stations were engaged through fundraising pilots, on-site training, testing cohorts and committee work; more than 400 tools and assets were delivered to stations to optimize fundraising practices and increase and diversify revenue. Among the highlights:

Through the **Planned Giving Capacity Building Project**, 92 stations and over 300 station development staff were reached through trainings, fundraising initiatives and consulting services. The National Estate Planning Awareness Campaign (NEPAC) resulted in the discovery of over \$5.5 million in unknown planned gift expectancies and the identifying and qualifying of over 4,500 new planned giving prospects.

An ongoing project, the **PBS On-Air Fundraising Core Programming Project** is a station-based initiative

to determine the financial impact and sustainability of a core-program-centric on-air fundraising schedule and messaging. Preliminary data and learnings from this three-year project will be utilized as the project continues.

With the launch of the **Sustainer Learning Center**, pbs.org/sustainer, stations gained easy access to the latest strategies and best practices as well as sample materials to help recruit more sustainers, upgrade more sustainers to greater giving and achieve maximum retention for long-term growth.

The **Corporate Support** team led Corporate Support Performance Initiative (CSPI) programs for more than 100 participants at regional locations, and delivered research results from MRI, Erdos & Morgan and the Ipsos Affluent Study. The team also curated information to develop a range of turnkey marketing tools – including pipeline and program one-sheets, genre assets, research and proposals – and promoted their use among sales teams at stations.

PBS also once again collaborated with national partner Greater Public on the **Public Media Development and Marketing Conference** (PMDMC), considered public media's largest conference devoted to issues surrounding revenue generation, marketing and management. The partnership offers a robust learning and networking experience for television and joint licensees and provides a full range of training and engagement opportunities.

SPOTLIGHT ON Passport

In December, stations began to launch Passport, a local member benefit that gives station members extended on-demand access to a rich library of public television programming. As of April 1, 81 stations had launched Passport, reaching more than 192,000 members who have activated their accounts and contributed to their local stations. In support of this effort, PBS Development Services and Digital released a Passport acquisition guide containing template solicitation e-mail, direct mail, telemarketing and on-air fundraising scripts.



FUNDRAISING PROGRAM STRATEGY

On-air fundraising continued to be an important means of soliciting donor support and, for many stations, the largest single source of income. PBS remains committed to strengthening on-air fundraising by offering a mix of traditional pledge programs and content from PBS core series.

The most successful shows related to the core schedule were produced as pledge programs, not just as individual episodes of shows. Examples include INSIDE MERCY STREET, which went behind the scenes of the Civil War-era drama, as well as DOWNTON ABBEY REDISCOVERED, A SALUTE TO DOWNTON ABBEY and COUNTDOWN TO DOWNTON ABBEY (previewing season 6).

PBS has fundamentally changed the goal of on-air fundraising to sustained giving, and the long-term benefits are only beginning to be realized. DOWNTON ABBEY was a success in every way. Strategically placed appeals after key episodes of the series proved successful for stations because, while the series may have ended, the donations of fans will continue long into the future with one-third of the donors electing to make ongoing monthly donations.

The top five shows, by the percentage of sustainers, are the season 6 finale of "Downton Abbey" (36%), the "Downton Abbey" marathon of all six episodes broadcast on February 28 (33%), ERIC CLAPTON: SLOWHAND AT 70 (32%), A TRIBUTE TO DOWNTON ABBEY (32%) and BAFTA CELEBRATES DOWNTON (31%).

The FY 2016 schedule for each drive featured programs with the potential to maximize station revenue, while supporting the mission of public television, including JAQUES PEPIN'S 80th BIRTHDAY CELEBRATION, CLASSICAL REWIND 2, ALICE'S RESTAURANT 50th ANNIVERSARY CONCERT FROM ARLO GUNTHRIE, and new programs from Andrea Bocelli and Celtic Woman.

Top revenue generators included SALUTE TO DOWNTON ABBEY, GREAT PERFORMANCES "Andrea Bocelli: Cinema," KEN BURNS'S THE CIVIL WAR, the season 6 finale of "Downton Abbey" and BAFTA CELEBRATES DOWNTON.

PBS FOUNDATION

The PBS Foundation works to help fund PBS' priorities and has partnered with member stations to identify, cultivate and solicit prospects, as well as steward donors, as a means of helping the entire system evolve and grow. Over the past six years, the PBS Foundation has spearheaded the acquisition and management of over \$135 million in grants and gifts that have made possible critically important projects.

In FY 2016, the PBS Foundation continued to raise and administer funds for content and capacity-building initiatives. In particular, the Anne Ray Charitable Trust provided vital support for key initiatives such as technology infrastructure, content acquisition and educational initiatives. The PBS Foundation also continued to build the PBS Endowment Fund, which represents an important step toward securing the financial future of PBS and member stations.

INVESTING IN TECHNOLOGY

In FY 2016, while achieving a broadcast availability of 99.99% – beyond the commitment target of 99.95% – PBS continued to maintain the reliable and efficient systems needed by stations today and provided PBS and public media's technology infrastructure that kept pace with the changing media landscape.

Continued efforts around interconnection remained a key focus. Public broadcasting was provided with full funding to CPB of \$40 million for the first phase of the interconnection transition in the FY 2016 Omnibus Appropriations bill passed by Congress. Working in conjunction with CPB, station representatives and other public media stakeholders, PBS continued to make strides towards the transition to the new interconnection system, which will improve and re-engineer the file-delivery function (NRT) over a terrestrial Internet network, including a cloud-based content storage service, while maintaining linear and real-time program delivery on the existing satellite platform.

PBS is currently advancing an inclusive, competitive, requirements-based Request for Proposal process to identify and select vendors that will provide the products and services needed to implement the new interconnection system. This RFP, managed by a team of experts from Deloitte and with the active participation of all stakeholders from the public television system, is an important step towards finalizing the business and technical requirements for the interconnection system and starting to deploy an upgraded platform.



SPOTLIGHT ON **PBS Technology Conference**

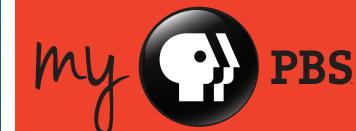
The annual PBS Technology Conference (TechCon) convenes colleagues from across the system in the disciplines of broadcast engineering, operations, information technology, digital products and traffic for two-and-a-half days of in-person sessions and discussion about the latest industry innovations and public media strategy.

TechCon strives to be the educational event for anyone in public media serving an audience with technology. To build on this goal, this year's TechCon included a number of sessions focused on taking a broader look at the media landscape, how public media is faring and encouraging brainstorming and collaboration, as well as detailed discussions around changes in technology for broadcast, interconnection, IT security, regulatory topics such as the new ATSC 3.0 standard and the spectrum incentive auction and repack, and more. The conference also included a full track of sessions designed for station digital media leaders with topics focused on digital strategy, engagement, content, digital technologies and products. In all, PBS TechCon 2016 was attended by more than 560 participants, including 312 station representatives from 116 stations, and featured more than 70 sessions.



STATION MANAGEMENT CENTER

Sharing What Works in Public Media



TOOLS FOR STATIONS

As a membership organization, PBS works with stations to help strengthen capacity, bolster financial health and increase impact in communities, all of which are fundamental elements of PBS' mission. As a part of this, in FY 2016, PBS remained committed to providing tools for station success and offering turnkey resources and educational opportunities.

Station Management Center:

The Station Management Center website, StationManagementCenter.org, continues to offer a wide range of resources and information and now reaches over 1,300 station leaders with representation from every station in the country. From data and analysis to resources related to the spectrum auction, the mandatory repack and strategic planning, the SMC is dedicated to sharing what works in public media and to helping stations be more successful in their local communities.

Message Research:

In fall 2016, message testing by Hart Research was commissioned to examine the most effective ways to tell the story of the PBS system in today's landscape. Key takeaways showed that public support for public television is very strong across the political spectrum, and, by far, the most powerful motivation for support is the educational benefits, particularly for children.

The Source:

The Source is a one-stop shop for promotional assets from print ads to logos to promos, replacing the multiple FTP sites previously used to serve stations. The user-friendly site allows visitors to search, browse, preview, download and share assets. Since its launch in spring 2015, the Source has seen significant growth in users, with more than 6,200 logins and over 600 new assets added in March.

myPBS Digital Workplace:

With more than 6,200 registered users, myPBS is the primary online tool for stations to find and share contextual information about PBS programs and activities. It offers a rich, integrated display of up-to-date programming and traffic data, as well as fundraising and development guidance, technology and engineering news, meeting archives and connections to other PBS online properties such as the Station Management Center and the Source. Users can self-select topical push notifications or opt to browse without logging in from their station's IT network.

Professional Development:

In FY 2016, nearly 350 webinars and training sessions were available to stations, and PBS convened station members for several important events, including the PBS Regional Meetings, the Annual Meeting of the Members, the General Managers' Planning Meeting, the General Managers' Strategy Meeting, the PBS Annual Meeting, the PBS Technology Conference and through participation in the Public Media Development and Marketing Conference.





SPOTLIGHT ON **Executive Leadership Network**

In FY 2016, the deepest strategic engagement led by PBS Station Services was the inaugural year-long New Station CEO Executive Leadership Network program. Launched with 18 of the system's newest station general managers, 11% of all system station leaders, the program focuses on effective leadership in the 21st century, incorporating leadership development approaches such as adaptive leadership, systems thinking and network analysis. The station leaders formed a close-knit peer group that allowed them to present "real life" station challenges and benefit from one another's perspectives and experiences.

The second Executive Leadership Network program began in February 2016 with 21 general managers, including nine women and five minorities. In the first two years of this program, 24% of all general managers in the PBS system will have completed it.

SPOTLIGHT ON **PBS Regional Meetings**

PBS Station Services continued its support in FY 2016 by holding regional meetings at member stations in Baltimore, Portland, Fresno, Jacksonville and San Antonio. With a goal of encouraging collaboration and partnership among stations and with PBS, the meetings brought together stations to meet and build relationships, share ideas and experiences, strategize and take action on key public media issues. The meetings generated new voluntary working groups that continue collaborative, cross-station work. Overall, 991 station staff, volunteers and community members from more than 100 stations participated in the regional meetings, with close to 90% of the participants having never attended a national PBS meeting.

SPOTLIGHT ON **Diversity**

PBS takes a multi-dimensional approach to promoting diversity and inclusion across the schedule with a wide range of PBS content offerings across broadcast and digital platforms that provide a variety of perspectives to serve diverse audiences. PBS seeks to identify and engage with diverse suppliers in its procurement practices. In addition, in FY 2016, PBS Station Services continued a system-wide conversation on diversity and inclusion at all regional meetings. The ongoing discussion provided thought leadership on national and local strategies, measured and evaluated progress towards a more diverse public media and shared best practices.

The PBS Board of Directors also plays a crucial role in supporting diversity as a key priority, with the Board's Diversity Advisory Committee responsible for reviewing and advising management and the Board on PBS' activities and initiatives designed to promote diversity in the areas of content, employment, station services, vendor engagement and governance.

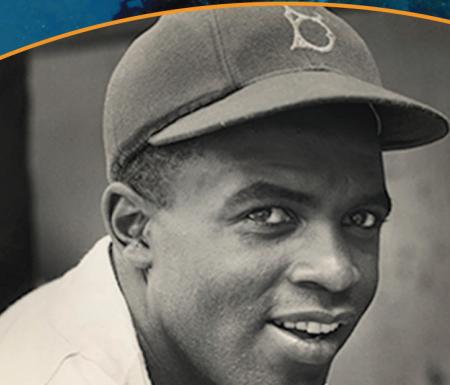


PBS

TODAY'S PBS

**TRUSTED
VALUED
ESSENTIAL**

2016



AMERICANS VALUE PBS STATIONS

Together, PBS and member stations have built a powerful partnership and brand that the American public has, for 13 consecutive years, found to be the most trusted.

Public perception continues to prove that...

...the PBS brand is vital and strong.

- #1** in public trust
- #1** source for fair news coverage
- #1** place to look for arts programming
- #1** educational media brand
- #1** undisputed leader in children's programming
- #1** in preparing kids for success in school and life
- #1** in helping children learn reading, math and social skills
- #1** trusted and safe place for children to watch TV and visit digital platforms
- #1** innovator in children's educational media

...PBS is a tremendous value and a good investment of tax dollars.

- Only military defense outranked PBS as the best value for the American tax dollar.
- Nearly eight in 10 survey participants (77%) believe that money given to PBS is "well spent."

Full report available at:
http://to.pbs.org/most_trusted_2016

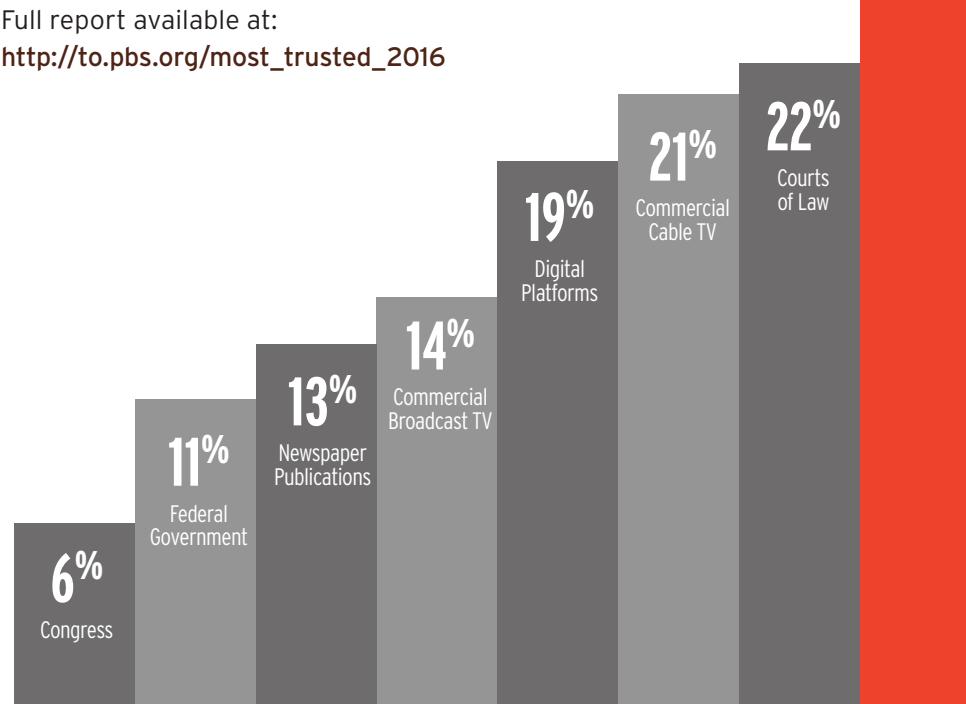
PBS is #1 in public trust

For each organization, please indicate your level of trust:
A great deal, somewhat, not very much, or not at all.

Percent saying they trust the organization "a great deal" (on a 4-point scale)

Source:
Survey Sampling International (SSI)
January 2016

36%
PBS





AWARDS RECOGNITION

PBS, stations and producers continue to receive industry accolades, including:

- 15 Daytime Emmy Awards
- 4 Primetime Emmy Awards
- 17 News & Documentary Emmy Awards, more than any other organization
- 1 Golden Globe Award
- 5 George Foster Peabody Awards
- 3 Alfred I. duPont-Columbia University Awards
- 1 George Polk Award
- 1 Screen Actors Guild Award
- 1 NAACP Image Award
- 2 Gracie Awards
- 3 Imagen Awards
- 5 IDA Documentary Awards
- 1 Film Independent Spirit Award
- 2 Writers Guild Awards
- 1 Producers Guild Award
- 4 James Beard Awards
- 13 Parents' Choice Awards
- 15 Kidscreen Awards
- 1 Webby Award





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Force (right) appraises a Jane Peterson "The Answer" oil, ca. 1925 in Albuquerque, New Mexico (credit: courtesy of Photo by Meredith Nierman for WGBH, © WGBH 2015.); AMERICAN MASTERS "B.B. King: The Life of Riley," B.B. King performs on stage at the Royal Albert Hall (credit: courtesy of Kevin Nixon). Page 3: MASTERPIECE "Indian Summers," left to right: Amber Rose Revah as Leena Prasad, Henry Lloyd-Hughes as Ralph Whelan, Julie Walters as Cynthia Coffin, Nikesh Patel as Aafrin Dalal, and Jemima West as Alice Whelan (credit: courtesy of New Pictures/Channel 4 for MASTERPIECE in association with All3Media International); NATURE "Natural Born Hustlers," Miniature Owl (credit: courtesy of © BBC/Nick Green); INDEPENDENT LENS "East of Salinas," Jose Anzaldo - a migrant child (credit: courtesy of Kate Schermerhorn); NOVA "Making North America," host Kirk Johnson (credit: courtesy of WGBH); A YEAR IN SPACE, Astronaut Scott Kelly (credit: courtesy of Marco Grob for TIME); GORONGOSA PARK: REBIRTH OF PARADISE, lioness (credit: courtesy of Mike Dos Santos / Off the Fence B.V.); INDEPENDENT LENS "The Armor of Light," Rev. Rob Schenck, an Evangelical minister who questions whether being pro-gun is consistent with being pro-life (credit: courtesy of Jeff Hutchens); GENIUS BY STEPHEN HAWKING, Stephen Hawking (credit: courtesy of Bigger Bang). Pages 4-5: AMERICA AFTER CHARLESTON, Gwen Ifill (credit: courtesy of paulcheney.com); BIG BLUE LIVE, Humpback whale (*Megaptera novaeangliae*) adult breaching, Vancouver Island, British Columbia, Canada (credit: courtesy of Bertie Gregory); THE BLACK PANTHERS: VANGUARD OF THE REVOLUTION from INDEPENDENT LENS, Black Panthers from Sacramento, Free Huey Rally, Bobby Hutton Memorial Park in Oakland, CA, 1969 (credit: courtesy of Pirkle Jones and Ruth-Marion Baruch); MERCY STREET, Nurse Mary Phinney (Mary Elizabeth Winstead) and Jedediah Foster (Josh Radnor) (credit: courtesy of Antony Platt/PBS); UNITY - THE LATIN TRIBUTE TO MICHAEL JACKSON, Sheila E. (credit: courtesy of Ciprian Lacob). Pages 6-7: Family and children using technology (credit: courtesy of Peter Krogh); READY JET GO! (credit: courtesy of READY JET GO! © 2015 Wind Dancer Films); WILD KRATTS "Mini Madagascar" (credit: courtesy of Wild Kratts® © 2016 Kratt Brothers Company Ltd/ 9 Story Media Group Inc. Wild Kratts® and Creature Power® are owned by Kratt Brothers Company Ltd.); ODD SQUAD (credit: courtesy of Odd Squad © 2016, The Fred Rogers Company. All rights reserved.). Pages 8-9: PBS Digital Studios "Deep Look" (credit: courtesy of KOED). Pages 10-11: JACQUES PEPIN'S 80TH BIRTHDAY CELEBRATION (credit: courtesy of © 2014 - Kevin Berne); INSIDE MERCY STREET, James Green Sr. (Gary Cole) and Jane Green (Donna Murphy) (credit: courtesy of Antony Platt/PBS). Pages 12-13: INDEPENDENT LENS "A Ballerina's Tale," Misty Copeland. BRIC Arts House. December 1, 2013 (credit: courtesy of Oskar Landi). Pages 14-15: NOVA "Australia's First 4 Billion Years" (credit: courtesy of Eye Candy Animation); GREAT PERFORMANCES "Annie Lennox: Nostalgia Live in Concert"; READY JET GO! And the READY JET GO! Logo are trademarks of Jet Propulsion, LLC. Copyright 2016; JACKIE ROBINSON A Film by Ken Burns (credit: courtesy of Hulton Archive Getty Images); FRONTLINE "Growing Up Trans," nine-year-old Lia shares her story in an intimate exploration of the struggles and choices facing transgender kids and their parents (credit: courtesy of FRONTLINE); MASTERPIECE "Downton Abbey, Season 6," (credit: courtesy of ©Nick Briggs/Carnival Film and Television Limited 2015 for MASTERPIECE); INDEPENDENT LENS "India's Daughter," protesters at India Gate, Delhi in December 2012 (credit: courtesy of Getty); PBS NEWSOUR, Judy Woodruff (left) and Gwen Ifill (right) co-anchor the nightly broadcast; THE MIND OF A CHEF, Season 4, Chef Gabrielle Hamilton in Prune, the restaurant she opened in 1999 in New York's East Village (credit: courtesy of Zero Point Zero Productions); IN THEIR OWN WORDS "Muhammad Ali" (credit: courtesy of Howard Bingham); PEG + CAT (credit: courtesy of Peg + Cat © 2016, Feline Features, LLC. 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