



STRATEGIC PLAN
2011 - 2014



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Executive Summary

Process

From July - December 2010, KSMQ worked diligently to develop a new three-year strategic plan for 2011-2014. With the guidance of a knowledgeable consultant, Kate Sandweiss, the entire KSMQ staff and Board contributed to the crafting of this document.

After initial planning with our consultant, the President and CEO of KSMQ and its Board developed a series of activities to gather information from the communities we serve. We held four different "listening sessions" (in Austin, Rochester, Owatonna, and Albert Lea) that provided input on what KSMQ viewers (and many non-viewers) thought about the current activities of the station, and what they hoped for in the future.

The staff of KSMQ subsequently participated in a retreat to share their thoughts about the station's future. Finally, the Board itself engaged in a two-day retreat to organize and analyze the information gleaned from community and staff. In the process, the Board was re-energized and is in an excellent position to lead KSMQ into 2014.

Why We Did This

The 2007 strategic plan got us to this point, but it is dated. It was created just as KSMQ was emerging from its original structure under new community leadership. Therefore, it was primarily a document that provided history of where we had come from, and served perhaps more to consolidate who we were then, than to advance us to where we wanted to be.

Conditions now are considerably different: KSMQ is stable, has a new President/CEO, a largely new, geographically and professionally diverse Board, and it operates in an entirely new media and economic environment. That environment is significantly more challenging than the one we inhabited in 2007, when the earlier plan was enacted, and our focus and strategies must shift accordingly.

We believe that a new plan is also needed because we are smarter today about how the station can and should engage with its viewers and our communities. In short, with four more years behind us, we know better how to make KSMQ a dynamic media production source and a dedicated community partner that provides unique and vital regional services.



STRATEGIC PLAN 2011 - 2014

What We Did

The following document details our work. We have revised our Mission, Vision, and Value statements and have firmly dedicated ourselves to five tightly focused objectives for the next three years:

- I. Increase the relevance and improve the quality of local content.**
- II. Increase connections to and visibility within the region.**
- III. Add value to nationally produced shows by developing content that highlights local connections and issues.**
- IV. Increase sustaining financial support.**
- V. Ensure that the full range of resources is in place to achieve our mission.**

Thanks

We believe the attached document speaks clearly to what KSMQ must do. It is compact, detailed and ready to be put into action. This means hard work on the part of the Board, staff, and President/CEO, but we're excited to take this on.

Our thanks go to the dedicated KSMQ staff who contributed, the Board for its leadership, and the many community members who, more than they will ever know, helped guide the creation of this document.

Marianne Potter
President and CEO

Suzy Meneguzzo
KSMQ Board Chair

Station Background

KSMQ is the only locally owned public television station in southern Minnesota and northern Iowa. We broadcast digitally on our primary channel, and provide additional programming on three secondary channels entitled "Create," "Worldview," and the "Minnesota Channel." In addition, our website, www.ksmq.org, provides information about our programs, services, and the communities we serve. This gives users direct access to current and past KSMQ productions, plus the chance to connect to programs from PBS, other national producers and to each other.

KSMQ has been serving southern Minnesota and northern Iowa since 1971. The station was licensed to Independent School District #492 in Austin and provided primarily instructional television and vocational training. In 1985 the station's call letters were changed from KAVT to KSMQ, coinciding with a move to more general interest programming. In 2005, the school district transferred the broadcasting license, and the station was established as a "community-licensed station." With the mission of broadly serving the region, diverse community leaders from throughout the coverage area were brought together to serve on the board of directors, the governing arm of the station. They helped to give birth to the current, community-licensed KSMQ. (See attached detail of current Board membership, Appendix I.)

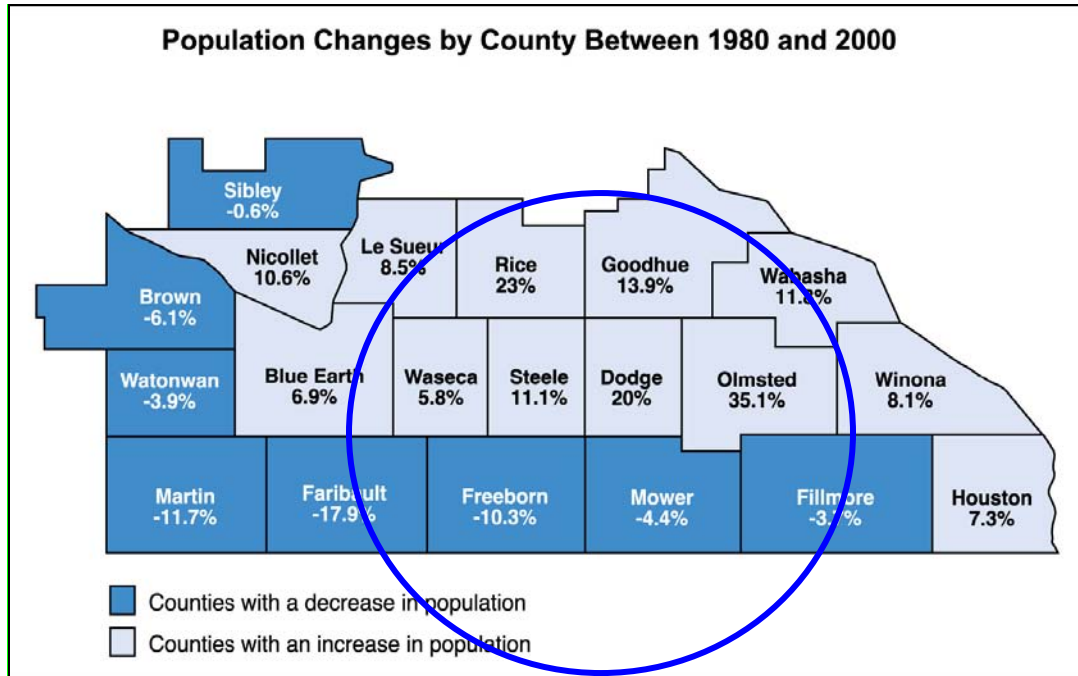
Today, KSMQ Public Television is a thriving not-for-profit, 501(c)(3), non-commercial public television station, housed on the campus of Riverland Community College. Our transmitter is on commercial station KTTC's tower 25-miles east of Austin.

Regional Demographic Trends

KSMQ serves all or part of 26 counties: Rice, Goodhue, Wabasha, Waseca, Steele, Dodge, Blue Earth, Olmsted, Winona, Freeborn, Mower, Houston and Fillmore counties in southern Minnesota; Howard, Mitchell, Worth, Winneshiek, Chickasaw, Allamakee, Winnebago, Fayette, Butler, Bremer, Cerro Gordo, and Floyd counties in northern Iowa; and Buffalo in Wisconsin.

Our service area includes the cities of Rochester, Austin, Albert Lea, Winona, Owatonna, Mankato, Faribault and Mason City, Iowa. These towns range in size from 17,000 to 104,000 residents. The rest of the region is primarily rural. The total population in our coverage area is estimated at nearly 500,000, or 144,300 television households. These communities have a strong sense of identity, generally viewing themselves as distinct communities, rather than as a single geographic area. (For a map of KSMQ's coverage area, see Appendix II.)

Our region has undergone significant demographic change over the past thirty years, including a decline in population along the Iowa-Minnesota border, increased urbanization and suburban growth around Rochester and the US Route 14 corridor and a decline in per capita income.



This region is projected to see slow but continued population growth over the next decade increasing by 10% in that time. The growth will not be even across segments of the population however; this region will grow older and more diverse. For instance, the age 60-65 demographic will have increased 60.5% from 2000 to 2030. The population segment 75 years and older will have increased 70.7% during the same period.

Populations of color and Hispanic origin will increase much faster than the white population, from 6% of the total population in 1990 to about 15% in 2020. Especially rapid growth is projected for Latinos, Africans, and Asians. Populations of color will be younger on average than the white population. By 2020 it is projected that 22% of children ages birth to age 14 will be non-white, compared to only 5% of people 65 or older.

This new, non-white immigration of young families with small children has created a remarkable new diversity in the region's schools and early childhood centers. Since 2000, the number of minority students in Austin City Schools has increased 151%

(All Information from MNPRO Community Profiles, Minnesota Compass, the Iowa Data Center, and the Minnesota State Demographer's Office.)



STRATEGIC PLAN 2011 - 2014

Media Competition and/or Partnership Opportunities

KSMQ's broadcast signal is overlapped by the Iowa and Wisconsin state public television networks, and by Twin Cities Public Television, 90 miles to the north. For this reason and to remain attractive to the region's cable companies, KSMQ counter-programs to these networks and focuses on meeting the unique needs of the region we serve. It is KSMQ's goal to provide local programming that is flexible, dynamic and responsive to the needs of our fast-changing communities.

However, even though the relationships among the overlapping stations are sometimes competitive, KSMQ maintains a good working relationship with Iowa Public Television and collaborates with other Minnesota public television stations as an active participant in the Minnesota Public Television Association. We join these stations in maintaining our individual and collective funding from the State of Minnesota and in enthusiastically promoting public media at the national and state levels.

In addition, KSMQ collaborates directly with the Minnesota Public Television Association stations and staffs in discussing and sharing best practices in production, and especially in advancing the new and exciting programming that is made possible by the funds of the Minnesota Arts & Cultural Heritage Fund, known more commonly as the Legacy Amendment.

KSMQ has an additional special relationship with Twin Cities Public Television, involving cooperative management of our master control facilities and operations. We are pioneers in a nascent national trend toward collaboration on the larger issues of economies of scale and efficiency in broadcast operations.

KMSU Public Radio, located at University of Minnesota – Mankato, also has partnered with KSMQ. We are looking forward to further collaboration as they develop a satellite studio here in Austin at Riverland Community College.

We have several other important partners as well. KSMQ has an ongoing relationship with Hormel Foods, a Fortune 500 company, headquartered in Austin, Minnesota. They have funded special KSMQ projects and provided general operating support to the station.

IBM, in Rochester, participates in a matching grant program for their employees who support KSMQ Public Television. Mayo Health Systems is a partner with KSMQ in providing expert guests for our television series such as "Health Connections".

In addition, we enjoy a longstanding and special relationship with our two community colleges, Riverland and Rochester Community and Technical College (RCTC). Our studios are located on the Riverland – Austin Campus and we have worked cooperatively with Riverland on a variety of projects. KSMQ has an office at RCTC and has utilized their studio. This new strategic plan contains a number of new opportunities for increased collaboration.

KSMQ'S MISSION

Honor ● Engage ● Inspire

KSMQ tells the stories of our region in order to honor the past, engage with the present, and inspire the future.

VISION

KSMQ actively works to create a region in which residents are informed about the region, its cultural assets, and inter-connections, and they use this information to help build a strong future.

VALUES

- **Trust:** KSMQ will earn and retain the trust of our community.
- **Integrity:** KSMQ Staff, Board, volunteers and associates will demonstrate integrity in personal and professional interactions.
- **Excellence:** KSMQ is committed to serving our region with the utmost creativity, the highest professional standards, and complete professional commitment.
- **Regional Focus:** KSMQ focuses specifically on the interests of our viewers in southern Minnesota and northern Iowa, and we stay true to that focus whether we are exploring local issues or highlighting local connections to national productions and issues.

2011 – 2014 OBJECTIVES

(Not in ranked order)

- I. Increase the relevance and improve the quality of local content.
- II. Increase connections to and visibility within the region.
- III. Add value to nationally produced shows by developing content that highlights local connections and issues.
- IV. Increase sustaining financial support.
- V. Ensure that a full range of resources is in place to achieve our mission.

OBJECTIVE DETAILS**I. Increase the relevance and improve the quality of local content.**

KSMQ has the singular opportunity – and the responsibility – to provide quality local content that inspires residents about their communities, increases their knowledge about the region, and supports their commitment to living in and improving the places they call home.

Southeastern Minnesota and Northern Iowa have lost locally owned newspapers, television and radio stations at an alarming rate, but KSMQ has survived the changing media climate. Now, as the only remaining media outlet in the region that is locally owned and governed, KSMQ is the sole institution providing a truly local perspective.

We have a unique platform, the skills and resources with which to tell the individual and shared stories of our region. When we employ our resources to illuminate the relevant connections among people and communities, we can provide meaningful “personal” and “community” moments of learning, reflection, engagement, and entertainment.

2014 GOALS & MEASUREMENTS

- 1. Increase production values.
 - a. Adopt national creative and technical standards.
 - b. Position our creative product for competition for regional and national awards.
- 2. Increase relevance of locally produced content.
 - a. Demonstrate increase in community engagement with KSMQ as measured by involvement of participants and volunteers.

- b. Measure web traffic.
- c. Expand underwriting support.

STRATEGIES

1. Establish policies that adhere to best production practices.
 - a. Regularly evaluate the content of productions and act on those evaluations to better meet the established goals.
 - b. Monitor and adopt industry and technological developments that ensure efficient work flow.
2. Develop community partnerships that can deliver content expertise and impact.
3. Convene public forums and advisory groups.
4. Provide regular channels for feedback by viewers, members, community leaders, and event participants through surveys and direct communication.
5. Draw on advice and guidance from the Board, Regional Advisory Committee, and on research from local and regional agencies (Southern Minnesota Initiative Fund, United Way, etc.) to ensure that topics are of key local interest.
6. Explore the possibilities of incorporating local content acquired from untapped and untraditional sources, such as independent producers, university and high school students and programs, and community access stations.
7. Improve the use of website and social media to provide interactive information about regional government, sports, culture, arts events, etc., defining and expanding KSMQ's role as a regional information gateway.

II. Increase connections to and visibility within the region

As a creator of media and provider of information, education and entertainment, our work is valued when people know about it, can easily access it, use it regularly, and can recognize it as emanating from KSMQ.

In the coming three years, it is essential that KSMQ more strongly establish its presence in and service to our 26-county region. KSMQ is well known in Austin, MN, because of our history with the school district, but less recognized beyond our home base.

2014 GOALS & MEASUREMENTS

1. Increase brand awareness.
 - a. Survey communities and viewers to establish level of impact.
 - b. Survey communities and viewers to determine recognition and effectiveness of KSMQ programs and brand.

2. Strengthen KSMQ's public relations and community engagement activities.
 - a. Increase direct communications about KSMQ events and initiatives.
 - b. Increase attendance by station administration (President, Leadership Team and Board members) and staff at relevant community events, forums and in regional member organizations.
 - c. Garner public recognition of KSMQ's community presence in press coverage and formal acknowledgment by community organizations.
3. Make KSMQ and ksmq.org trusted destinations for information about our region.
 - a. Measure increase in web traffic to ksmq.org.
4. Best utilize standard and emerging media to the benefit of KSMQ and its productions and projects.

STRATEGIES

1. Increase KSMQ's connections within and understanding of the region through regular participation by management, production staff, and Board members in relevant community events and meetings.
2. Create effective public relations and communications plans.
3. Create or sponsor major community engagement events based on national and local programming, encouraging face-to-face interaction between community members and KSMQ staff and Board.
4. Expand viewership through increased and more effective use of electronic communications to spread information about KSMQ.
5. Improve relevance, interactivity and usefulness of website.

III. Add value to nationally produced shows by developing content that highlights local connections and issues.

Residents of our region have 24/7 access to information about our state, the nation and world through many media sources. Many have access to PBS and other national content presented on other public television stations that overlap our broadcast area, and through various web portals.

However, our communities do not have a trusted, local source to help them explore local perspectives on critical national and international issues. KSMQ has the opportunity – and the obligation – to create a launching point for personal and public discussions on these issues, by illustrating how such issues connect to the concerns of regional government, nonprofit and private sector organizations, local businesses, and the many diverse individuals who comprise our region.

2014 GOALS & MEASUREMENTS

1. Develop a series of programs that “bring it home” to local viewers.
 - a. Provide local perspectives on nationally produced content by developing local programs and community engagement events that complement national programs.
2. Position KSMQ as the media outlet that can be counted on to discover those important but smaller, personal stories that are sometimes overlooked by other media.
 - a. Increase the number of opportunities for individuals to connect their own stories and experiences to national programming.

STRATEGIES

1. Produce high-quality regional content that connects local interests with upcoming national productions.
2. Develop interactive avenues to solicit viewers’ stories of personal connection to national and international issues that can be developed into programs and/or interstitial content. Solicit the involvement of local experts and organizations.
3. Use input from the Board and external partners to help determine marketing and community engagement strategies for national content.
4. Be a steady, public media presence in the community, actively searching for local connections to national issues, and cultivating partnerships among and between local for-profit and non-profit organizations in order to further local discussion of these issues.

IV. Increase sustaining financial support.

Local financial support of our activities is directly connected to KSMQ’s perceived value to the region. If we provide valued services, we are confident that our area corporations, foundations, major donors, members, and businesses will support our work in substantial measure.

However, as with our program content, it is key that donors and potential members be made aware of our programming and community engagement initiatives. This must be done through proactive, region-wide development efforts that clearly outline the value inherent in financial support of KSMQ. Successful development efforts are most likely when all aspects of the station’s operation are integrated toward our common goal.

2014 GOALS & MEASUREMENTS

1. Increase revenue for programs, projects, and operations.
 - a. Reach a minimum increase in Membership Revenue of 10% each fiscal year.
 - b. Reach a minimum increase of Underwriting 25% each fiscal year.
 - c. By 2014, increase external production revenue to \$10,000.
 - d. Reach a minimum increase of Donations Revenue of 25% each year.

- e. Increase Grants revenue by a minimum of 25% per year.
2. Increase and diversify giving options to ensure long-term financial sustainability.
 - a. Establish planned giving program.
 - b. Develop major giving (\$500+)
 - c. Increase mid-level giving (\$65 - \$499)
 - d. Establish more annuity investments.
3. Meet or exceed standards to qualify for national and state funding at or beyond current levels.
 - a. Maintain or exceed KSMQ's 2010 CSG (Community Service Grant) monies from the Corporation for Public Broadcasting.
 - b. Maintain or exceed funding from the Minnesota Arts & Cultural Heritage Fund at 2012 levels.

STRATEGIES

1. President/CEO will focus on external relations and fundraising.
2. Increase and refocus development, grant-seeking, underwriting, and membership activities.
3. Maintain regular staff and board focus on achieving financial targets.
4. Task board members with regularly assisting with networking and fundraising, and demonstrating their own financial support of KSMQ.

V. Ensure that a full range of resources is in place to achieve our mission.

The staff and Board of KSMQ are stewards of a very valuable regional asset, a broadcast license. But it's a different world today from the one in which that license was first granted in 1971.

One very evident change is the now ubiquitous internet as a media-delivery medium, on which increasing numbers of people choose to access media content. But, KSMQ serves a largely rural area that is older, has lower rates of broadband access than the national average, and is less likely to use the internet. In this rapidly changing media environment, it is our duty to continually explore how to leverage that broadcast license and ancillary platforms for the region's advantage and service both now and into the near future.

In order to accomplish those goals, KSMQ must have a talented and adequately resourced team of staff, Board, and volunteers. The organizational structure and operations plans must continually be reviewed to ensure our relevance and efficiency. New ideas, enthusiasm and a spirit of cooperation will be the keys to achieving these goals.

2014 GOALS & MEASUREMENTS

1. Improve organizational effectiveness of both staff and board.
 - a. Consistent board communications, clearly defined goals and outcomes.
 - b. Staff and board regularly achieve goals on time and on budget.
 - c. Complete integration of activities across the organization in support of the 2011-2014 goals.
2. Within budgetary limitations, advance and adjust station hardware and software, equipment and applications – and related staff training.
 - a. Staff is fully trained and proficient in use of hardware and software.

STRATEGIES

1. Regularly evaluate management and staff structures, cross-training of staff, and necessary staff increases or reductions.
2. Ensure staff and board meetings promote effective communications, decision-making and efficiency. Continually evaluate the progress of the 2011-2014 strategies and goals.
3. Regularly evaluate and improve Human Resources practices to ensure that job descriptions have measurable goals. Maintain a regular evaluation process that allows management to create a dynamic staff and better benchmark compensation in line with industry and regional standards.
4. Board regularly evaluates their performance and effectiveness.
5. Regularly audit equipment and facilities and maintain a schedule of regular equipment and facilities reviews for quality and efficiency.
6. Assess available capital resources, and expand or adjust to solve digital and physical storage issues.
7. Regularly evaluate, train and develop staff.



STRATEGIC PLAN 2011 - 2014

Appendix I

KSMQ PUBLIC SERVICE MEDIA, INC.

BOARD MEMBERS - 2010

Suzy Meneguzzo, *Chair*
Grants Director
Southern Minnesota Initiative Foundation
Owatonna, MN

Brian McAlister, *Vice Chair*
City Council Member
Austin, MN

Heather Leiferman, *Secretary*
Director of Public & Media Relations
Ag Star Financial Services
Rochester, MN

Annemarie Vaupel, *Treasurer*
Associate Product Manager
Hormel Foods Corporate Services, LLC
Austin, MN

Dr. Michael Bequette, *Past Chair*
Vice President, Teaching and Learning
Rochester Community and Technical College
Rochester, MN

Jeffrey F. Bigler
President
Advanced Financial Consultants
Rochester, MN

Bukata Hayes
Executive Director
Greater Mankato Diversity Council
Mankato, MN

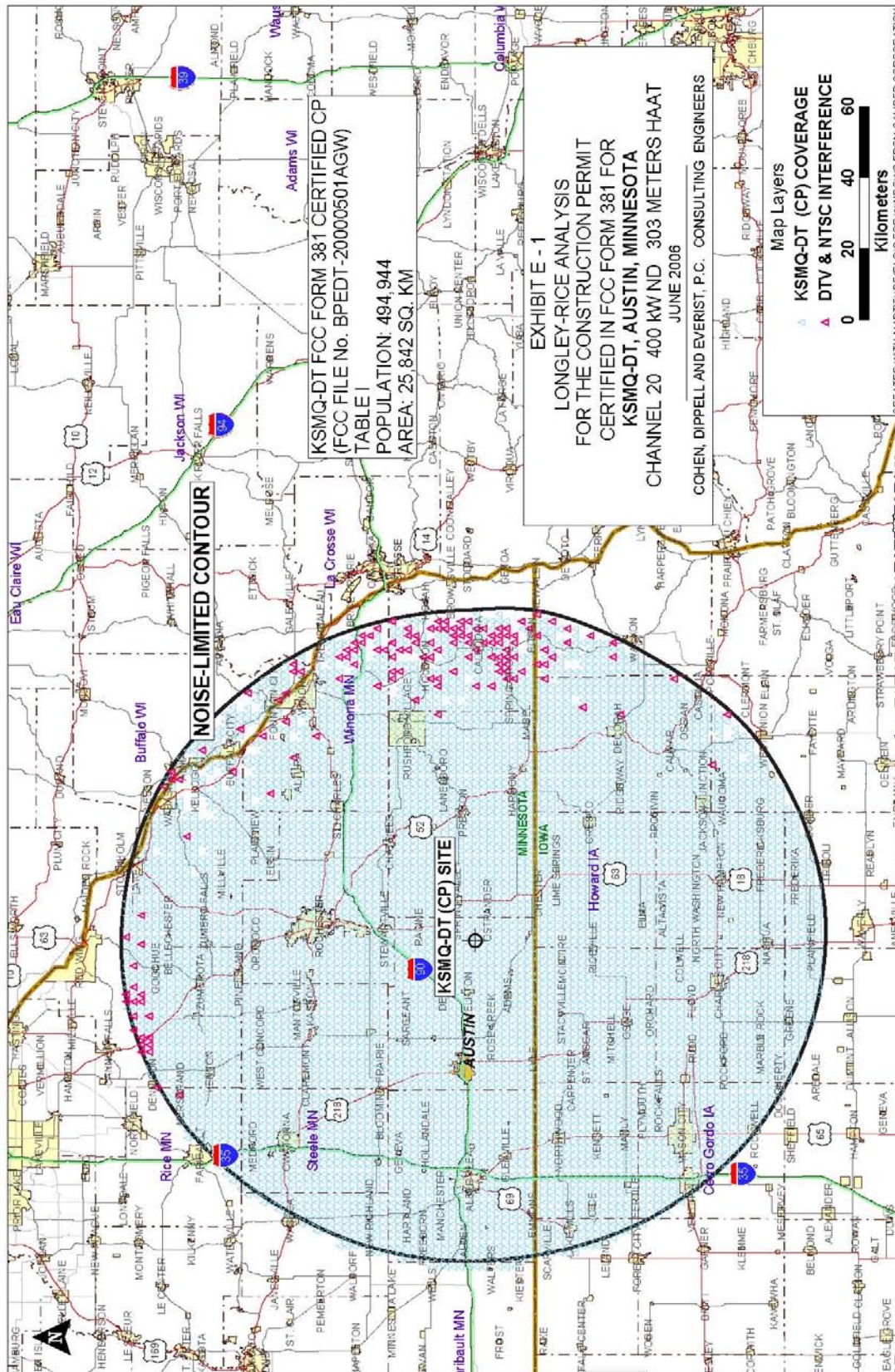
Kay A. Hocker
Executive Director
Diversity Council
Rochester, MN

Randy Kehr
Executive Director
Albert Lea-Freeborn Co. Chamber of Commerce
Albert Lea, MN

Kim Pang
General Manager
Diamond Jo Casino
Northwood, IA

Celeste Ruble
Vice President, Employee & Public Relations
Riverland Community College
Austin, MN

Appendix II



Appendix III

BEST CASE SCENARIO Moderate, steady increases

	YTD ACTUAL FY2007	YTD ACTUAL FY2008	YTD ACTUAL FY2009	YTD ACTUAL FY2010	BUDGET FY 2011	BUDGET FY 2012	BUDGET FY 2013	BUDGET FY 2014
REVENUES								
MEMBERSHIP	119,341	133,808	141,204	132,979	132,700	145,970	160,567	176,624
UNDERWRITING	49,822	13,304	30,948	36,966	30,000	45,000	67,500	101,250
INTEREST REVENUE	39,528	28,766	63,060	19,510	30,000	20,000	21,000	22,000
DONATIONS REVENUE	129,311	76,247	82,581	8,927	25,000	31,250	39,063	48,828
TOWER LEASE REVENUE	42,726	44,042	57,500	53,446	55,000	57,750	60,638	63,669
PRODUCTION REVENUE	12,268	9,400	14,750	500	1,000	2,000	4,000	8,000
MPTA	-	-	19,800	13,004	40,000	40,000	40,000	40,000
SALES	33	839	253	182	200	220	242	266
ROYALTY	1,376	5,568	1,839	1,355	500	550	605	666
MISC REVENUE	3,271	2,167	3,968	-	-	-	-	-
CPB FISCAL STABILIZATION GRANT	-	-	-	52,959	-	-	-	-
CPB SMALL STATIONS	-	-	1,157	-	3,000	3,000	3,000	3,000
CPB/CSG GRANT	529,730	535,993	540,641	663,209	663,209	696,369	731,188	767,747
CPB INTERCONNECT GRANT	11,118	11,338	11,103	-	11,000	11,000	11,000	11,000
CPB LOCAL TV GRANT	79,183	68,375	78,035	78,789	75,000	75,000	75,000	75,000
OTHER GRANTS	80,608	122,545	24,992	11,021	20,000	30,000	45,000	67,500
PBS TEACHER LINE GRANT	-	-	1,500	-	-	-	-	-
STATE OPERATING GRANT	160,500	140,992	153,391	193,478	179,052	188,004	197,404	207,275
STATE CAPITAL GRANT	53,442	33,333	33,333	33,333	30,500	33,333	33,333	33,333
MINNESOTA LEGACY FUND	-	-	-	211,269	323,616	339,797	356,787	374,626
EQUIPMENT GRANTS	-	-	-	-	-	-	-	-
TOTAL REVENUES	1,641,604	2,513,004	1,940,780	1,514,362	1,619,777	1,719,244	1,846,326	2,000,784
TOTAL OPERATING REVENUES	1,205,373	1,160,051	1,907,447	1,481,029	1,589,277	1,685,911	1,812,993	1,967,451
TOTAL EXPENSES	1,369,317	1,394,736	1,587,300	1,833,863	1,533,403	1,538,225	1,539,403	1,544,403
NET	(163,944)	(234,684)	320,147	(352,834)	55,873	147,686	273,590	423,047

WORST CASE SCENARIO

Flat revenues, with the loss of State Funding, Legacy Funding and CSG Funding

	YTD ACTUAL FY2007	YTD ACTUAL FY2008	YTD ACTUAL FY 2009	YTD ACTUAL FY 2010	BUDGET FY 2011	BUDGET FY 2012	BUDGET FY 2013	BUDGET FY 2014
REVENUES								
MEMBERSHIP	119,341	133,808	141,204	132,979	132,979	132,979	132,979	132,979
UNDERWRITING	49,822	13,304	30,948	36,966	36,966	36,966	36,966	36,966
INTEREST REVENUE	39,528	28,766	63,060	19,510	19,510	19,510	19,510	19,510
DONATIONS REVENUE	129,311	76,247	82,581	8,927	8,927	8,927	8,927	8,927
TOWER LEASE REVENUE	42,726	44,042	57,500	53,446	53,446	53,446	53,446	53,446
PRODUCTION REVENUE	12,268	9,400	14,750	500	500	500	500	500
MPTA	-	-	19,800	13,004	40,000	40,000	40,000	40,000
SALES	33	839	253	182	182	182	182	182
ROYALTY	1,376	5,568	1,839	1,355	1,355	1,355	1,355	1,355
MISC REVENUE	3,271	2,167	3,968	-	-	-	-	-
CPB FISCAL STABILIZATION GRANT	-	-	-	52,959	-	-	-	-
CPB SMALL STATIONS	-	-	1,157	-	-	-	-	-
CPB/CSG GRANT	529,730	535,993	540,641	663,209	663,209	-	-	-
CPB INTERCONNECT GRANT	11,118	11,338	11,103	11,000	11,000	-	-	-
CPB LOCAL TV GRANT	79,183	68,375	78,035	78,789	-	-	-	-
OTHER GRANTS	80,608	122,545	24,992	11,021	2,700	2,700	2,700	2,700
PBS TEACHER LINE GRANT	-	-	1,500	-	-	-	-	-
STATE OPERATING GRANT	160,500	140,992	153,391	193,478	179,052	-	-	-
STATE CAPITAL GRANT	53,442	33,333	33,333	33,333	30,500	-	-	-
MINNESOTA LEGACY FUND	-	-	-	211,269	270,377	-	-	-
EQUIPMENT GRANTS	-	-	-	-	-	-	-	-
TOTAL REVENUES	329,347	1,286,286	1,940,780	1,514,362	1,450,704	296,566	296,566	296,566
TOTAL OPERATING REVENUES	1,205,373	1,160,051	1,907,447	1,481,029	1,420,204	296,566	296,566	296,566
TOTAL EXPENSES	1,369,317	1,394,736	1,587,300	1,833,863	1,533,403	1,305,942	1,307,120	1,312,120
NET	(163,944)	(234,684)	320,147	(352,834)	(113,200)	(1,009,376)	(1,010,554)	(1,015,554)

LOSS OF STATE FUNDING

All revenues flat with State Funding loss

	YTD ACTUAL FY2007	YTD ACTUAL FY2008	YTD ACTUAL FY 2009	YTD ACTUAL FY 2010	BUDGET FY 2011	BUDGET FY 2012	BUDGET FY 2013	BUDGET FY 2014
REVENUES								
MEMBERSHIP	119,341	133,808	141,204	132,979	132,979	132,979	132,979	132,979
UNDERWRITING	49,822	13,304	30,948	36,966	36,966	36,966	36,966	36,966
INTEREST REVENUE	39,528	28,766	63,060	19,510	19,510	19,510	19,510	19,510
DONATIONS REVENUE	129,311	76,247	82,581	8,927	8,927	8,927	8,927	8,927
TOWER LEASE REVENUE	42,726	44,042	57,500	53,446	53,446	53,446	53,446	53,446
PRODUCTION REVENUE	12,268	9,400	14,750	500	500	500	500	500
MPTA		-	19,800	13,004	40,000	40,000	40,000	40,000
SALES	33	839	253	182	182	182	182	182
ROYALTY	1,376	5,568	1,839	1,355	1,355	1,355	1,355	1,355
MISC REVENUE	3,271	2,167	3,968	-	-	-	-	-
CPB FISCAL STABILIZATION GRANT				52,959	-	-	-	-
CPB SMALL STATIONS			1,157	-	-	-	-	-
CPB/CSG GRANT	529,730	535,993	540,641	663,209	663,209	663,209	663,209	663,209
CPB INTERCONNECT GRANT	11,118	11,338	11,103	-	11,000	11,000	11,000	11,000
CPB LOCAL TV GRANT	79,183	68,375	78,035	78,789	-	-	-	-
OTHER GRANTS	80,608	122,545	24,992	11,021	2,700	2,700	2,700	2,700
PBS TEACHER LINE GRANT	-		1,500	-	-	-	-	-
STATE OPERATING GRANT	160,500	140,992	153,391	193,478	179,052			
STATE CAPITAL GRANT	53,442	33,333	33,333	33,333	30,500			
MINNESOTA LEGACY FUND				211,269	270,377	270,377	270,377	270,377
EQUIPMENT GRANTS								
TOTAL REVENUES	329,347	1,286,286	1,940,780	1,514,362	1,450,704	1,241,152	1,241,152	1,241,152
TOTAL OPERATING REVENUES	1,641,604	2,513,004	1,907,447	1,481,029	1,420,204	1,241,152	1,241,152	1,241,152
TOTAL EXPENSES	1,205,373	1,160,051	1,907,447	1,833,863	1,533,403	1,504,892	1,506,070	1,511,070
NET	1,369,317	1,394,736	1,587,300	1,833,863	1,533,403	1,504,892	1,506,070	1,511,070
	(163,944)	(234,684)	320,147	(352,834)	(113,200)	(263,740)	(264,918)	(269,918)

LOSS OF LEGACY FUNDING

All revenues flat with Legacy Funding Lost

	YTD ACTUAL FY2007	YTD ACTUAL FY2008	YTD ACTUAL FY 2009	YTD ACTUAL FY 2010	BUDGET FY 2011	BUDGET FY 2012	BUDGET FY 2013	BUDGET FY 2014
REVENUES								
MEMBERSHIP	119,341	133,808	141,204	132,979	132,979	132,979	132,979	132,979
UNDERWRITING	49,822	13,304	30,948	36,966	36,966	36,966	36,966	36,966
INTEREST REVENUE	39,528	28,766	63,060	19,510	19,510	19,510	19,510	19,510
DONATIONS REVENUE	129,311	76,247	82,581	8,927	8,927	8,927	8,927	8,927
TOWER LEASE REVENUE	42,726	44,042	57,500	53,446	53,446	53,446	53,446	53,446
PRODUCTION REVENUE	12,268	9,400	14,750	500	500	500	500	500
MPTA		-	19,800	13,004	40,000	40,000	40,000	40,000
SALES	33	839	253	182	182	182	182	182
ROYALTY	1,376	5,568	1,839	1,355	1,355	1,355	1,355	1,355
MISC REVENUE	3,271	2,167	3,968	-	-	-	-	-
CPB FISCAL STABILIZATION GRANT			1,157	52,959	-	-	-	-
CPB SMALL STATIONS					-	-	-	-
CPB/CSG GRANT	529,730	535,993	540,641	663,209	663,209	663,209	663,209	663,209
CPB INTERCONNECT GRANT	11,118	11,338	11,103	11,000	11,000	11,000	11,000	11,000
CPB LOCAL TV GRANT	79,183	68,375	78,035	78,789	-	-	-	-
OTHER GRANTS	80,608	122,545	24,992	11,021	2,700	2,700	2,700	2,700
PBS TEACHER LINE GRANT	-		1,500	-	-	-	-	-
STATE OPERATING GRANT	160,500	140,992	153,391	193,478	179,052	173,000	173,000	173,000
STATE CAPITAL GRANT	53,442	33,333	33,333	33,333	30,500	30,333	30,333	30,333
MINNESOTA LEGACY FUND				211,269	270,377			
EQUIPMENT GRANTS								
TOTAL REVENUES	329,347	1,286,286	1,940,780	1,514,362	1,450,704	1,174,108	1,174,108	1,174,108
TOTAL OPERATING REVENUES	1,641,604	2,513,004	1,907,447	1,481,029	1,420,204	1,143,775	1,143,775	1,143,775
TOTAL EXPENSES	1,369,317	1,394,736	1,587,300	1,833,863	1,533,403	1,339,275	1,340,453	1,345,453
NET	(163,944)	(234,684)	320,147	(352,834)	(113,200)	(195,500)	(196,678)	(201,678)

LOSS OF STATE & LEGACY FUNDING

All revenues flat with State Funding loss

	YTD ACTUAL FY2007	YTD ACTUAL FY2008	YTD ACTUAL FY 2009	YTD ACTUAL FY 2010	BUDGET FY 2011	BUDGET FY 2012	BUDGET FY 2013	BUDGET FY 2014
REVENUES								
MEMBERSHIP	119,341	133,808	141,204	132,979	132,979	132,979	132,979	132,979
UNDERWRITING	49,822	13,304	30,948	36,966	36,966	36,966	36,966	36,966
INTEREST REVENUE	39,528	28,766	63,060	19,510	19,510	19,510	19,510	19,510
DONATIONS REVENUE	129,311	76,247	82,581	8,927	8,927	8,927	8,927	8,927
TOWER LEASE REVENUE	42,726	44,042	57,500	53,446	53,446	53,446	53,446	53,446
PRODUCTION REVENUE	12,268	9,400	14,750	500	500	500	500	500
MPTA		-	19,800	13,004	40,000	40,000	40,000	40,000
SALES	33	839	253	182	182	182	182	182
ROYALTY	1,376	5,568	1,839	1,355	1,355	1,355	1,355	1,355
MISC REVENUE	3,271	2,167	3,968		-	-	-	-
CPB FISCAL STABILIZATION GRANT				52,959	-	-	-	-
CPB SMALL STATIONS			1,157		-	-	-	-
CPB/CSG GRANT	529,730	535,993	540,641	663,209	663,209	663,209	663,209	663,209
CPB INTERCONNECT GRANT	11,118	11,338	11,103	11,000	11,000	11,000	11,000	11,000
CPB LOCAL TV GRANT	79,183	68,375	78,035	78,789	-	-	-	-
OTHER GRANTS	80,608	122,545	24,992	11,021	2,700	2,700	2,700	2,700
PBS TEACHER LINE GRANT	-		1,500		-	-	-	-
STATE OPERATING GRANT	160,500	140,992	153,391	193,478	179,052			
STATE CAPITAL GRANT	53,442	33,333	33,333	33,333	30,500			
MINNESOTA LEGACY FUND				211,269	270,377	-	-	-
EQUIPMENT GRANTS								
TOTAL REVENUES	329,347	1,286,286	1,940,780	1,514,362	1,450,704	970,775	970,775	970,775
TOTAL OPERATING REVENUES	1,205,373	1,160,051	1,907,447	1,481,029	1,420,204	970,775	970,775	970,775
TOTAL EXPENSES	1,369,317	1,394,736	1,587,300	1,833,863	1,533,403	1,305,942	1,307,120	1,312,120
NET	(163,944)	(234,684)	320,147	(352,834)	(113,200)	(335,167)	(336,345)	(341,345)

LOSS OF CSG FUNDING

All revenues flat with CSG Funding Lost

	YTD ACTUAL FY2007	YTD ACTUAL FY2008	YTD ACTUAL FY 2009	YTD ACTUAL FY 2010	BUDGET FY 2011	BUDGET FY 2012	BUDGET FY 2013	BUDGET FY 2014
REVENUES								
MEMBERSHIP	119,341	133,808	141,204	132,979	132,979	132,979	132,979	132,979
UNDERWRITING	49,822	13,304	30,948	36,966	36,966	36,966	36,966	36,966
INTEREST REVENUE	39,528	28,766	63,060	19,510	19,510	19,510	19,510	19,510
DONATIONS REVENUE	129,311	76,247	82,581	8,927	8,927	8,927	8,927	8,927
TOWER LEASE REVENUE	42,726	44,042	57,500	53,446	53,446	53,446	53,446	53,446
PRODUCTION REVENUE	12,268	9,400	14,750	500	500	500	500	500
MPTA		-	19,800	13,004	40,000	40,000	40,000	40,000
SALES	33	839	253	182	182	182	182	182
ROYALTY	1,376	5,568	1,839	1,355	1,355	1,355	1,355	1,355
MISC REVENUE	3,271	2,167	3,968		-	-	-	-
CPB FISCAL STABILIZATION GRANT				52,959	-	-	-	-
CPB SMALL STATIONS			1,157		-	-	-	-
CPB/CSG GRANT	529,730	535,993	540,641	663,209	663,209			
CPB INTERCONNECT GRANT	11,118	11,338	11,103		11,000			
CPB LOCAL TV GRANT	79,183	68,375	78,035	78,789	-	-	-	-
OTHER GRANTS	80,608	122,545	24,992	11,021	2,700	2,700	2,700	2,700
PBS TEACHER LINE GRANT	-		1,500		-	-	-	-
STATE OPERATING GRANT	160,500	140,992	153,391	193,478	179,052	173,000	173,000	173,000
STATE CAPITAL GRANT	53,442	33,333	33,333	33,333	30,500	30,333	30,333	30,333
MINNESOTA LEGACY FUND				211,269	270,377	270,377	270,377	270,377
EQUIPMENT GRANTS								
TOTAL REVENUES	329,347	1,286,286	1,940,780	1,514,362	1,450,704	770,276	770,276	770,276
TOTAL OPERATING REVENUES	1,641,604	2,513,004	1,907,447	1,481,029	1,420,204	739,943	739,943	739,943
TOTAL EXPENSES	1,369,317	1,394,736	1,587,300	1,833,863	1,533,403	1,538,225	1,539,403	1,544,403
NET	(163,944)	(234,684)	320,147	(352,834)	(113,200)	(798,282)	(799,460)	(804,460)