



OVERVIEW

PBS12 is a different kind of PBS station - call it PBS with altitude!

Programming ranges from PBS KIDS children's programming to selected PBS favorite primetime programs such as MASTERPIECE, FRONTLINE, ANTIQUES ROADSHOW and AMERICAN EXPERIENCE. PBS12 is an Emmy Award winning station rooted in independent programming from differing viewpoints. Championing diverse voices and celebrating community coincides with delighting audiences while expanding the perspectives for all Coloradans. It is PBS in a whole new way.

PBS12 strives to identify and address community issues and provide compelling content through varying media services. It does this for the benefit of stakeholders such as the viewing audience, the community at large, donors, fundraisers and is beholden to the community first and foremost.

With a keen sense of history and dedication to the community, PBS12 provides service to the Colorado community and has a membership of over 9000. PBS12 is governed by a committed volunteer Board of Directors and a Community Advisory Board eager to grow and advance its mission.

After nearly 32 years of accomplished leadership, including 8 years as President & General Manager, Kim Johnson, PBS12's President & General Manager, has announced plans to relocate. Known for her commitment both at the national level and throughout the local organization, her breadth of operational knowledge and commitment to PBS leaves a strong legacy to the community. Kim's successor will have the benefit of an established platform throughout Colorado as well as an elevated national reputation.

Kim intends to remain in her role until June 30th and be available until a successor is named. There are no plans for an interim President & General Manager.

DELIVERING THE MISSION

PBS12 has a long and storied history with Colorado and the community it serves. The station is on solid footing and managed to navigate the Covid-19 environment despite its reliance on membership and pledge funding; a situation the new President & General Manager may need to examine. The future of media and content consumption is fast moving and as such the new President & General Manager will have a unique opportunity to put together a Strategic Plan that will attract new viewers and retain them. PBS12 has a diverse delivery model that can be capitalized on and the new President & General Manager will be supported through exploring avenues for success as they develop the necessary growth plan.

Strategic Priorities

1. **Visionary** Leadership and **Strategic** Focus
2. Revenue Growth and **Fundraising**
3. Build and Sustain Diverse, Targeted **Community Relationships**
4. Local **Content** Development
5. **Fiscal** Management
6. **Foster** and **Grow** Staff through a culture of excellence



POSITION SUMMARY

PBS12 is seeking an externally focused President & General Manager who, building on the organization's past successes, will strengthen the stations capacity to continue leading the way as a platform rooted in independence and diverse viewpoints. Under the general direction of the Board of Directors, the President & General Manager:

- Provides leadership and strategic development of core station initiatives and future planning through establishing, implementing, and holding accountable short- and long-range strategic plans.
- Stays informed of national PBS and CPB (Corporation of Public Broadcasting) matters.
- Ensures compliance with all rules and regulations governing public broadcasting entities.
- Creates and maintains good working relationships with federal, state, local governments, and strategic community partners.
- Drives and enhances local programming initiatives connected to the Denver and Colorado Community.
- Increases use of digital.
- Improves financial performance.
- Develops sustainable business and production model.
- Builds on foundation partnerships and fund development opportunities.
- Advises Board on all issues affecting public and educational broadcasting.
- Supports and develops the PBS12 staff.

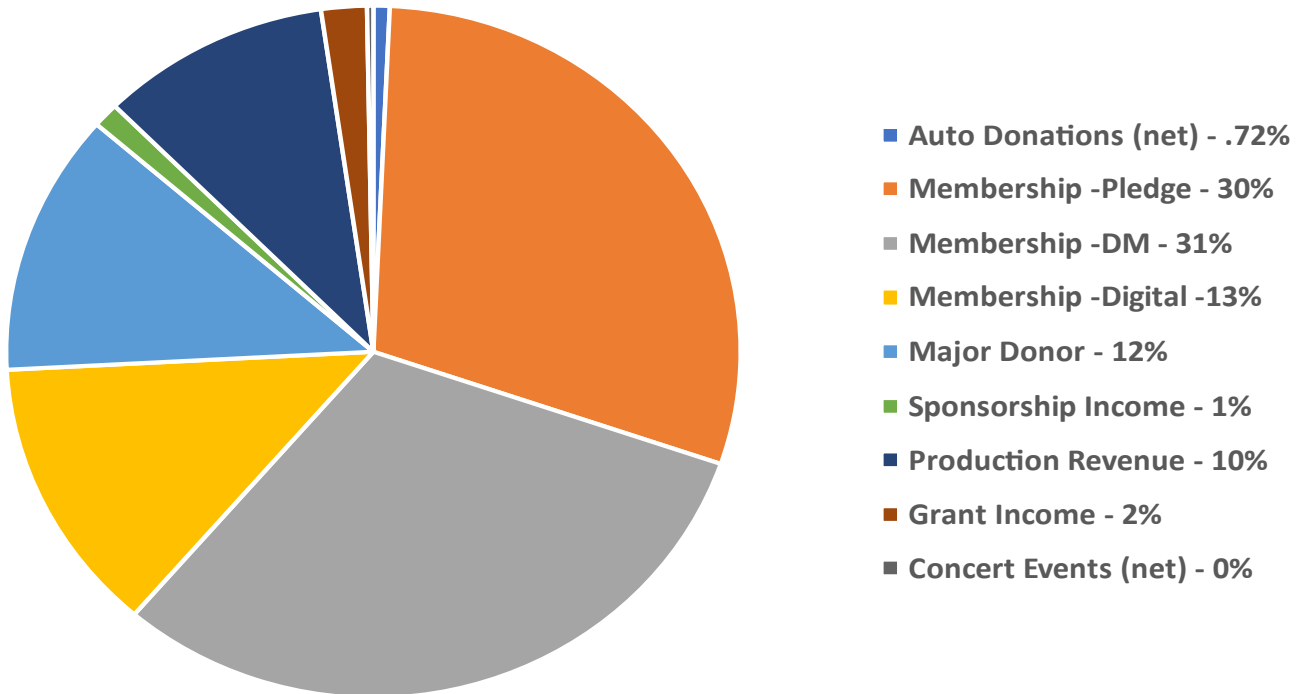
The President & General Manager reports to a 15-member Board of Directors which has gone through a transition including a 75% turnover in the last eight years. The position provides leadership for 23 positions (plus two part time) with additional contract production crew and volunteers as needed. There is no union at PBS12. Direct reports currently include: Station Manager, Vice President of Station Operations, Director of Finance, and Executive Assistant.

The Audited Financials for FY 2020 & 2019 show gross revenue of \$4.4M and \$4.7M respectfully. The 2020 revenue includes PPP grants of \$543K to offset the loss of the Red Rocks Concert Series. In 2019 the Red Rocks Concert Series grossed over \$900K. The FY 2021 budget is \$3.9M which takes into consideration the possibility of the Red Rocks Concert Series still being in jeopardy due to COVID. There is a \$5M board restricted fund which allows for some operating support, a \$500,000 capital fund as well as \$1.5M in operating funds.

The \$3.9MM operating budget is broken down by percentage below. PBS12's fiscal year ends September 30.



FY 2021 ACTUAL YTD MANAGEMENT CONTROLLED REVENUES



OPPORTUNITIES AND CHALLENGES

The Montague & Associates search team met with key stakeholders including staff and board from PBS12 to learn of the opportunities and challenges the organization is currently facing related to the areas of responsibility for the President & General Manager; the following represents key themes that emerged consistently in those discussions:

- It is important the new leader is driven by the opportunities to provide **significant local content** highlighting Colorado's diverse, vibrant and thriving culture.
- The PBS12 **audience** is a very desired audience and provides a platform for capturing targeted audiences in specific and desirable genres. Underwriting rules and regulations driven by congress have been reduced over the years to provide better opportunities to **attract corporate funders** though the ability to "advertise" still has limitations.
- There is a plan and on-going effort to reduce the number of on-air **pledge** drives and increase **digital** drives. Digital strategies and direct engagement methods including direct mail have a better return with a significant opportunity for enhancement.



- The PBS12's **dedicated staff** is small, and on average has been employed by the station for over 14 years. Though enthused about future success, **change management skills** are critical for the new leadership.
- Both **Denver and the state of Colorado** allow for a great deal of opportunity and is a terrific media market. With a current membership base of approximately 9000 individuals, there is room for growth!
- There is opportunity for internal capacity building in many areas of fundraising including **major donors, planned giving, and corporations.**
- The launch of the new **brand and awareness** campaign in early 2020 established a wonderful opportunity to grow fundraising for PBS12. The plan is there... continued execution is key.
- PBS12 offers a wonderful platform for success. **Courage** is necessary to make the transformation and build the vision for the future.
- **PBS12 headquarters** is in the culturally rich Five Points neighborhood in the Five Points Media Center of Denver; PBS12 owns 2/3 of the building (floors 1 and 3) which was purchased in 2006 with the other 1/3 owned by its sister station, RMPBS who has moved out of the building.
- Public media has such a unique profile. Public media matters. There are **untapped opportunities** at PBS12, among the staff, within the PDP stations nationwide and at PBS. The rapid evolution of marketplace consumption that change every day provide even further opportunities.

SCOPE AND RESPONSIBILITIES

Reporting to and working closely with the PBS12 Board of Directors, the President & General Manager will be responsible for:

- Overall success and creative growth
- Vibrancy of programs
- Financial sustainability
- Production impact
- Overall staff welfare, diversity, and success
- Data driven decision making



Working within as well as redeveloping the PBS12 culture, the new President & General Manager will support and advance the mission of PBS12. Specific responsibilities include:

- **Visionary Leadership and Vibrancy**

- Create a positive, articulated vision for the future of PBS12 informed by industry trends in viewership and business operations to provide distinct content service within the Denver market.
- Oversee short-term operational and long-range strategic planning while holding appropriate parties responsible for implementation.
- Lead with integrity and authenticity.
- Lead change management processes.
- Strategically lead with an external focus while managing the Board and successfully redeveloping and leading fund development efforts.

- **Board Management and Development**

- Together with Board leadership drive the strategic growth initiatives for PBS12.
- Collaborate with the Board to ensure strong fiscal health while working to continue enhancing governance, providing support to best utilize the talents and resources of Board members, stimulate involvement, and recruit new members.
- Advise and engage Board and committees on matters to promote the efficient operation of PBS12.
- Maintain overall fiscal responsibility for the annual operating budget and financial objectives by working closely with the Board and staff.

- **Strategic Staff Leadership**

- Provide inspired and motivating leadership to PBS12 while encouraging and promoting growth.
- Retain, attract, and lead executive management team. Maintain focus on retaining and attracting a diverse, quality staff and volunteer leadership throughout PBS12.
- Be accountable for the leadership, management, direction, representation, and guidance of PBS12.
- Commitment to staff development.
- Implement strategic initiatives in a way that builds consensus and buy-in.

- **Demonstrated Passion for Fund Development**

- Energize efforts to increase major donors, corporate underwriting, foundation and grants as well as the Corporation of Public Broadcasting (CPB) funding etc.
- Drive strategies to increase fundraising, planned giving, and possibly an endowment.
- Enhance fiscal acumen among management team to effect strategic approach to leveraging productions and available assets with priority station needs.
- Identify new revenue streams and fundraising strategies that recognize current day realities.
- Actively participate in cultivation and solicitation.



- **Champion PBS12's Digital Transition**
 - Have a high-level understanding of social media and networking tools.
 - Participate in setting technology priorities, specifically on a digital platform.
 - Be open to learning current trends, understand the potential of technology, and support its implementation.
 - Attentive to making decisions using aggregated data from multiple sources including digital.
- **Effective Communicator and Relationship Builder**
 - Ability to generate passion and understanding through frank discussions.
 - Serve as chief spokesperson while also acting as a servant leader.
 - Initiate ongoing, effective communication with the Board Chair, Board of Directors, Community Advisory Board (CAB), and staff.
 - Additional communication with the community, National PBS, other Colorado broadcasters, content developers, civic leaders, and organizations.
 - Enhance content development, community engagement, and visibility within Colorado and nationally with the PBS system.
- **Values, Goals, Objectives, and Achievements**
 - Build on the culture of trust and spirit of collaboration.
 - Manage change / reduce resistance to change.
 - Lead by example and be willing to take responsibility for failures and successes.
 - Conduct oversight while placing trust in the staff to make decisions and implement change.
 - Implement, grow, and develop a culture of servant leadership at all levels.
 - Promote a comfortable and welcoming environment where every stakeholder is treated with dignity and respect in a friendly and personal manner.
 - Set ambitious standards in the delivery of outstanding productions.
- **Understanding & Valuing Diversity**
 - Must be sensitive to differences in gender, age, and culture, particularly as they become more crucial to ensuring effective staff engagement and performance.
 - Drive inclusion of diverse viewpoints when managing.
 - Comfortable valuing and promoting diversity and have the nuanced social skills to effectively manage a diverse workplace which over time will grow to reflect the diversity of the community.



QUALIFICATIONS AND PERSONAL ATTRIBUTES

PBS12 has a strong desire for an **inclusive leader** as well as **change agent** who has a successful track record of **'doing an ask'**. The President & General Manager must have the personality and sincere interest to **motivate staff and members** to achieve new heights of success at a mission-driven organization. **Diversity** is important to PBS12. Specific attributes and 'must haves' include:

- **Visionary** with a clear record of achievement in a mission-driven organization; For-profit professionals with non-profit and fundraising experience will be considered. Background with PBS and/or growth-oriented membership driven organization a plus.
- High desire to lead with a degree of **energy, integrity, and courage**, as well as the qualities to quickly earn respect and cooperation from all constituencies.
- Demonstrated record of accomplishment in **fundraising** from a variety of sources and a record of taking organizations to the next level through strong development initiatives. Must have a track record of fundraising success beyond just individual philanthropy, including earned income, grants, foundations, and corporations.
- Effective senior **staff management** with the proven ability to cultivate and build a diverse team.
- Strong **Board relations** and understanding of the importance of building relationships.
- Experience with building and managing a **brand**.
- Outstanding **listener** who can gather information and craft strategies for winning initiatives.
- **Decisive**.
- High level of comfort with **public relations and public speaking**, as well as communicating information to a wide range of audiences.
- Strong **business acumen** and grasp of financial principles, talent management, and marketing savvy.
- Demonstration of high **emotional IQ**, self-awareness, and empathy.
- Forward looking with a keen eye towards increasing an overall **data driven focus**.
- Working knowledge as a **content provider** either through a digital perspective or broadcasting.



- PBS12 is an **equal opportunity** employer. We seek to build and maintain a diverse staff with regard to race, sex, culture, ethnicity, class, religion, physical ability, age, gender identity or expression and sexual orientation. We strongly encourage candidates from all communities to apply.

EDUCATION

Bachelor's degree is preferred, though a strong and proven professional background with significant management experience is essential.

CONTACT INFORMATION

PBS12 has exclusively retained the services of Montague & Associates to lead the search for the President & General Manager. The team is led by Founder and Chief Search Consultant Mary Lee Montague.

Interested applicants should direct resume to:

Nancy DeMoss

Vice President, Candidate Management

Montague & Associates

704-517-8146

nancy@mlmontague.com

Additional background information follows:



ADDITIONAL BACKGROUND:

PBS12 had humble beginnings in a garage in Broomfield, Colorado. A small group of founders formed the Front Range Educational Media Corporation (FREMCO) to apply for the Channel 12 license and establish the station. Later the same year, the FCC granted the license to FREMCO and in February 1980, Channel 12 went on the air. PBS12 is an independent, non-profit, tax-exempt 501 (c)(3), Colorado corporation governed by a volunteer of Board of Directors.

Over 40 years ago, PBS12 (formerly known as Channel 12) went on the air as an independent, non-profit, tax-exempt 501(c)(3), Colorado corporation and occupies one of two reserved, community licensed "non-commercial, educational" VHF frequencies that the Federal Communications Commission (FCC) allocated to Colorado as part of a national policy to provide multiple, differentiated public television services throughout the country.

The other community license (other licenses include state and university licensees) in Colorado is designated to the larger PBS station, Rocky Mountain PBS (RMPBS). As a full PBS station, it broadcasts the full National Program Service slate of programs from PBS, including PBS Kids to primetime programming such as NOVA, MASTERPIECE, KEN BURNS, etc.

One of the many differentiators of PBS12 includes its status as a PDP Station (Program Differentiation Plan) which serves in a fully over lapped market with RMPBS. As a PDP station, PBS12 provides a differentiated broadcast schedule by the virtue of purchasing 25% of its prime-time schedule from PBS. PDP's acquire additional content from other sources, so viewers have more to choose from. Many PDP stations also provide significant locally produced or acquired content that serve needs not addressed by the primary station. There are 17 PDP stations and 318 PBS stations.

The founders of PBS12 were a coalition of citizens, activists, and media organizers who, in the mid-to-late 1970's, launched a series of alternative radio, counter-culture press, cable access and community media organizations throughout Colorado. Coming together, they saw a community license as an opportunity to broaden discourse in local television by creating a new, more community-oriented, globally conscious station.

PBS12's iconoclastic brand of independent and community-oriented programming creates a diversity that serves a wide range of needs and interests throughout Colorado.

PBS12 has had transmitting facilities on Squaw Mountain in Clear Creek County since its creation. At 11,500 feet, the site remains the highest of any full-power television station in the nation. The original antenna, literally manufactured with an orange juice can (!), has since been replaced with a newer, more powerful (and sophisticated) one. A translator facility has also been established on Cheyenne Mountain in Colorado Springs, serving the Colorado Springs and Pueblo areas along with an analog translator located in Boulder. As they look to the future, they are continuing their digital expansion on the Front Range and throughout Colorado, with high definition (HD) transmission capacity.

In 1989, PBS12 moved its offices and studios from Broomfield, CO to Denver, and again in 1994 to their current Denver location in the culturally rich Five Points neighborhood in the Five Points Media Center. PBS12 purchased the media center in 2006.



It was not until the late 1990s that the station began phasing out the KBDI name and started doing business as "Colorado Public Television". In 2008, a strategic rebranding effort that reflects their statewide presence took place and KBDI officially became Colorado Public Television - CPT12. In 2020, they again changed their name to embrace the PBS brand more fully, becoming PBS12 on February 20, 2020.

PBS12 has always been, and continues to be, a pioneer in the television industry, breaking barriers, illuminating key social issues, and most importantly providing a platform for the underserved.

Early programming innovations that shaped the future of American television include "Home Movies" and our "FMTV" music series. Both concepts were adopted into the mainstream and became more famously known through other programs such as "America's Funniest Home Videos" and dedicated music channels like MTV.

PBS12's flagship public affairs program, "Colorado Inside Out" first hit the airwaves in 1992 and is still going strong. Emmy-winning CIO is the go-to program for anyone who wants the inside story on the issues that are impacting Colorado politics.

In 2004, PBS12 formed a multi-media partnership with CBS4 (KCNC) and the former Rocky Mountain News to jointly produce "Colorado Decides," a series of debates, analysis and live, election night coverage. The partnership with CBS4 endures as Colorado Decides provides more debates and coverage of the election year issues than other series on Colorado television. The partnership expanded in 2018 elections to include 850-KOA Talk Radio, 630KHOW Radio, KUNC public radio, and the newly launched Colorado Sun, in addition to original partner CBS4 in Denver.

AWARDS:

PBS12 has won several broadcasting awards throughout the years for their ground-breaking and unique local programming. Some of the more notable awards include:

- 2020 - Best Mini-Documentary or Series - "Street Level Community - MO SPKX,"
- 2018 - 2 Regional Emmys for Best Interstitial - "PTSD and alternative healing therapies," and "PTSD and Horse Therapy."
- 2017 - Regional Emmy for Best Program Image Promotion - "It Started in a Garage."
- 2016 - Colorado Broadcasters Association Award of Excellence - Best Public Affairs Program - "Colorado Inside Out."
- 2015 - Regional Emmy for Best Interview/Discussion Program - Colorado Inside Out: Time Machine Circa 1940."
- 2015 - Regional Emmy for Best Interstitial - "Youth on Record: Mentoring."
- 2014 - Regional Emmy for Best Interview/Discussion Program - "Colorado Inside Out: Time Machine Circa 1973."



-2011 - Regional Emmy for Best Interview/Discussion Program - "Colorado Inside Out: Time Machine Circa 1935."

-2010 - Regional Emmy Award received for Best Interview/Discussion Program - "CIO circa 1959."

2010 - Colorado Broadcasters Association Award of Excellence - Best Public Affairs Program - "Studio 12: Back to Sudan" and Certificate - Documentary - "Allen True's West."

-2009 - Colorado Broadcasters Association Award of Excellence - Best Public Affairs Program - "Snapshots from the DNC" and Best Membership Appeal - "Car Donation" spot.

-2009 - Regional Emmy Award for Best Interview/Discussion Program - tie "CIO Circa 1858" and "Studio 12: Sudan."

-1992 - Regional Emmy for Best Documentary for "Stories of Elyria."

OF NOTE:

- PBS12.1 - The station's flagship signal with a mix of local, national, and international programming, infused with quality PBS shows.
- PBS12.2 - The best of independently produced documentaries, music, travel, cooking, public affairs as well as First Nations Network (FNX), which airs from 4 p.m. - 4 a.m. daily with content showcasing the stories and talent of indigenous peoples.
- PBS12.3 - DW (Deutsche Welle) is Germany's international broadcaster that presents a comprehensive image of Germany, reports events and developments, incorporates German and other perspectives in a journalistically independent manner.
- PBS12.4 - NHK WORLD TV, Japanese public broadcasting, producing news, lifestyle, and other original programming focused on Japan and Asia.
- PBS12.org - The online destination for bingeing, browsing, concert tickets, and exploring the community of Colorado-focused content.
- video.PBS12.org - The online video portal for exploring PBS, PBS12 Passport and PBS12 programming.
- PBS12's Social Media - Facebook | Twitter | Instagram | YouTube
- PBS12/e-Newsletter - Sent weekly, this free e-newsletter includes programming highlights, event information, ticket and concert opportunities, on-demand favorites - and an extraneous treat when you read to the end!