



Independence Media  
ANNUAL REPORT 2006





Independence Media is a community-based organization which operates independent TV channels WYBE 34DT/35 in the Philadelphia area.

## MISSION

Independence Media enriches lives through programs and services that entertain, educate, and inspire. We believe in the power of television and new technologies to connect communities, promote diversity, and encourage understanding.

## VISION

- To operate a high quality multi-platform television service, one that people watch, care about, talk about, and support in significant numbers.
- To fulfill Independence Media's potential by operating in a forward-thinking, fiscally responsible manner.
- To set high standards for efficient operation, innovation, and community service.
- To play a significant role of life in our region(s).
- To exceed the expectations of our stakeholders, and to grow.

## PROMISES

We promise **OUR VIEWERS** a schedule of television programs that they cannot see on other television services: programs from throughout the region, the nation, and the world; unique programs that feed the mind and encourage tolerance, diversity; and connect communities of every kind.

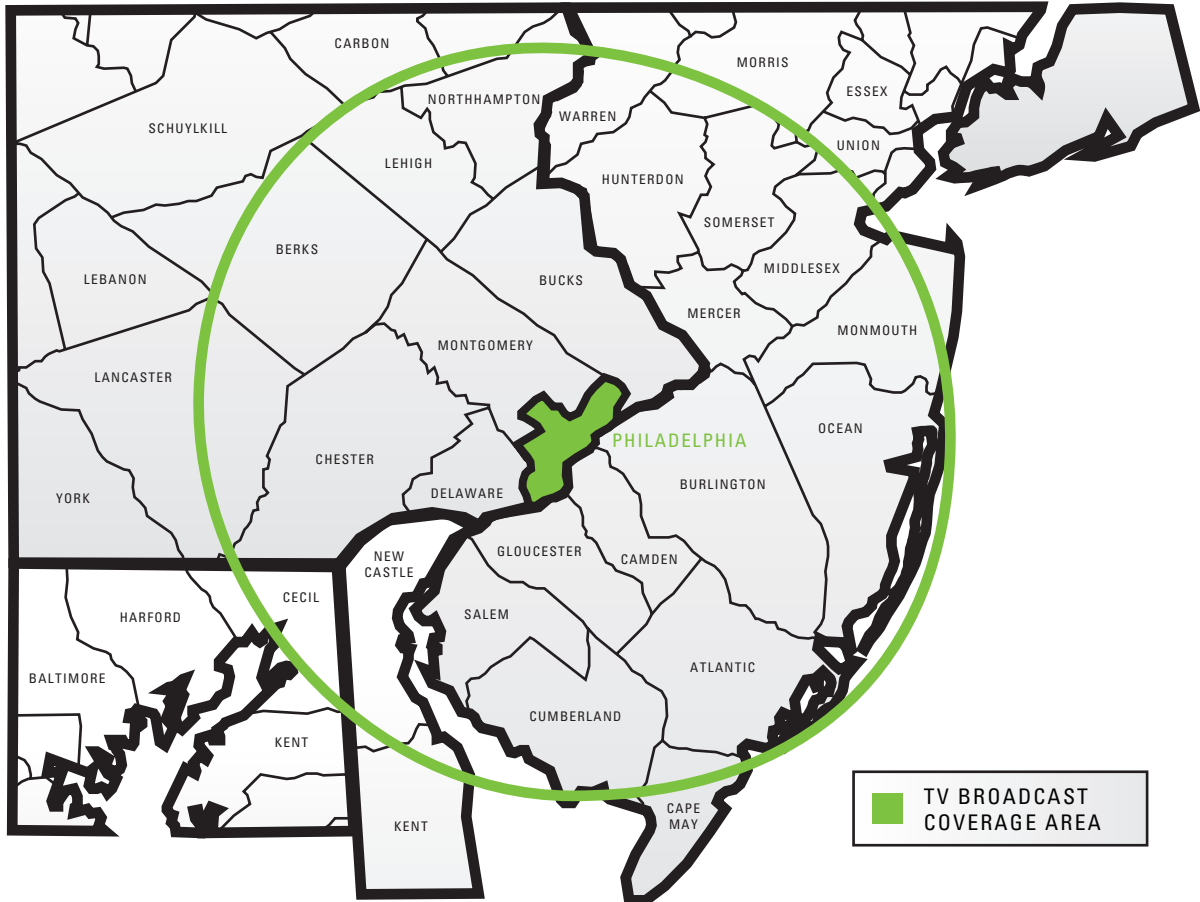
We promise **OUR EMPLOYEES** a safe, productive workplace in which workers are competent, cooperative, and respectful of others. We encourage employees to speak up and play an active role in all endeavors, to regularly work toward improving WYBE and the service it offers, and to grow both personally and professionally.

We promise **OUR MEMBERS** superior customer service, a multitude of reasons to contribute money, time, and effort; dedication to the community; and a level of access to our employees and our board that sets the standard in public media.

We promise **THE COMMUNITY** a financially viable, high-quality public media service. We take an active role in community events; recognize both the accomplishments and challenges in our service area; set a high standard for relationships. We recognize that the term "community" may be interpreted in terms of geography, heritage, interests, needs, and/or other connections.

## BROADCAST REACH

Independence Media reaches nearly six million viewers in Pennsylvania, New Jersey, Delaware and sections of Maryland.



### TELEVISION IN PHILADELPHIA CHANNEL 35/DT34

- 2.7 million households
- 5.9 million viewers
- 11-county coverage area
- All area cable and satellite systems
- In 2009 reach to 17 counties



- Independence Media is community owned, and governed by a local Board of Directors.
- Independence Media operates WYBE, a non-commercial full-power television broadcast licensee. WYBE transmits on analog channel 35 and digital channel 34 in Philadelphia.
- During FY2006, WYBE celebrated 16 years of service to the Philadelphia community. WYBE is one of the nation's youngest major market broadcast television stations, well-known for innovation.
- WYBE is seen on every cable system in the Philadelphia DMA, and is also available on DirecTV and Dish Network.
- **WYBE is one of the nation's largest independent television broadcasters.**
- WYBE reaches nearly 3 million households in 11 counties in the Philadelphia designated market area (DMA), the nation's fourth largest television market.
- WYBE is not a PBS member station. Instead, WYBE serves the Philadelphia community with its own locally-programmed schedule 24 hours a day, 7 days a week.
- WYBE provides nearly 30 hours of domestic and international news programs per week – far more news programming than PBS member stations.

## Independence Media

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This report covers the period from July 2005 to June 2006. During these 12 months, Independence Public Media initiated a major transformation, a process that will result in an entirely new multi-platform television and internet service for launch during FY2007.

The most significant changes have occurred in operational efficiency and staffing. During the summer of 2005, WYBE was among the first broadcast stations in the country to implement a new, low-priced server technology to replace the costly 24/7 staffing required for an older style television master control facility. With the reconfiguration of workflow, and the elimination of projects with dubious returns on investment, the staff size was reduced with minimal impact on revenues.

We initiated a new program strategy for launch in fall, 2005. According to Nielsen (whose measurement of smaller television operations is imperfect), the strategy has been successful throughout all day parts doubling and tripling audience size for most of the primetime schedule, and providing a more consistent (and larger) audience share throughout the broadcast day. A new web site was developed to specifically support this new program strategy. The site received more than 300,000 hits in FY 2006, establishing a high-water mark. In addition, we continued our commitment to original programs, notably the fifth season of the popular local filmmaker showcase, Philadelphia Stories, a special diversity project titled Ubuntu, and more. On the autumn 2005 schedule, WYBE presented programs representing 17 different cultures and continued to deliver on its promise to provide programming for underserved audiences in the market.

On both the board and the staff, leadership changes were implemented in mid-2005. The year began with an interim management team which flowed into new roles for Rene DeGeorge Smith (board chair), Karen Kirchner (vice chair), David Oh (secretary), and Ellen Rosen (treasurer), and former board member Howard Blumenthal (CEO).

The year's strategic focus was the development and planning of a new business strategy that would both support the mission and encourage long-term growth. A variety of strategic planning activities (scenario planning, market assessment, competitive analysis, etc.) were employed to develop a new course for the business, approved by the Board in January, 2006. The new service, now called MiND: Media Independence, will launch during FY2007. As part of a rebranding initiative, the longer-form "Independence Public Media of Philadelphia" is now generally known in its simpler form, Independence Media.

During this fiscal year, we adopted a number of best practices with regard to financial records and reporting, providing significantly improved transparency, analysis capability, ROI, and trend analysis. We also significantly reduced existing payables, while establishing viable new policies to control expenses. In addition, we began researching opportunities for additional local, state and federal funding that should yield results in FY2007 and beyond.

As we head into FY2007, we do so with an exciting new business model; a staff energized for the launch of a new program service; plans for fully-funded infrastructure improvements (television studio, control room, location and editing capabilities, IT network architecture and more); and our new brand. Certainly, we're grateful for all of the help and hard work provided by our staff, our Board, our newly reconstituted Community Advisory Board, our MiND Advisory Board, several dozen interns and community volunteers, and the many members of the Philadelphia business community who have been so generous in providing advice, counsel and direction as we strengthen Independence Media. We invite you to join us as we continue to build one of the largest non-commercial, non-network, wholly independent television operations in the USA.

**Howard Blumenthal**  
CHIEF EXECUTIVE OFFICER

**Rene DeGeorge Smith**  
CHAIR, BOARD OF DIRECTORS



## Independence Media Board of Directors AS OF JUNE 30, 2006

<b>Rene DeGeorge Smith</b>	COO/CTO, Fire Engine Red
<b>Karen Kirchner</b>	President, Vistra Partners
<b>David Oh</b>	President and Managing Attorney, David Oh, P.C.
<b>Ellen Rosen</b>	The Bancorp Bank
<b>David Haas</b>	Board Chair, the William Penn Foundation
<b>John Schwartz</b>	President, Instructional Telecommunication Foundation
<b>Dr. Robert Corrato</b>	President and CEO, Executive Health Resources
<b>Vinit Dhruva, CFP(r)</b>	Managing Member, DFW Motel Supply & Textiles, NJ-LLC
<b>George Lyons</b>	
<b>Philip A. Marchese, CFP(r)</b>	Guided Portfolio Manager, Citigroup Smith Barney
<b>Sharon Sorokin Esq.</b>	Legal Department, Bryn Mawr Hospital
<b>Brian Preski</b>	
<b>Janet Fiore</b>	President and CEO, The Sierra Group, Inc.

## MiND Advisory Board AS OF JUNE 30, 2006

<b>Jennifer Lawson</b>	General Manager, WHUT (D.C.)
<b>Allen Sabinson</b>	Dean, Drexel University's Anthoinette Westphal College of Media Arts & Design (PA)
<b>Dr. Andrew Lippman</b>	Associate Director, MIT Media Lab (MA)
<b>Andrew Hejnas</b>	Consultant, Talisman Technologies (NY)
<b>David Borgenicht</b>	Founder and President, Quirk Books (PA)
<b>Joseph J. Esposito</b>	President, Portable CEO (CA)
<b>Jack Isquith</b>	Executive Director, Music Industry Relations for AOL Music and the Executive Producer of AOL Music LIVE! (NY)
<b>Mark Klein</b>	Superintendent, Council Rock School District (PA)
<b>Michael X. Delli Carpini</b>	Dean, Annenberg School for Communication at the University of Pennsylvania (PA)
<b>Danny Goldberg</b>	President, Gold Village Entertainment (NY)
<b>Mihaly Csikszentmihalyi</b>	Director, Quality of Life Research Center (QLRC) at the Drucker School of Claremont Graduate University. (CA)
<b>Patricia Aufderheide</b>	Director, Center for Social Media and professor in the School of Communication at American University (D.C.)
<b>Joanne Harmelin</b>	Founder and CEO of Harmelin Media (PA)

## WYBE Community Advisory Board

The WYBE Community Advisory Board (CAB) meets every four weeks to discuss programming, and other related topics such as reviewing and determining community standards. Community perspectives and intellectual contributions help WYBE fulfill its mission to serve our diverse audiences with quality programs. Meetings continue in 2007 – please check our web site [www.independencemedia.org](http://www.independencemedia.org) for dates, times and locations.

## Independence Media Employees AS OF JUNE 30, 2006

Howard Blumenthal  
Kim Brown  
Michael Cherkowsky  
Nick Fooskas  
Caryn Frank  
Samantha Frazier

Jacqueline Green  
Donna Grims  
Joni C. Helton  
Jessica Kegelman  
Kimberly Kunda  
Reagan Lam

Lanita McCoullum  
Robyn O'Brien  
Chelsea O'Rourke  
Purna Virji  
Nancy Webb

## WYBE Independence Media: Internship and Volunteer Program

This year saw the exponential growth of an internship program at WYBE. Our enthusiastic and talented interns and volunteers assisted with all facets of producing television programs; scheduling programs and getting hands-on experience with trafficking software; assisting with cultivating foundation support and marketing partners; and so much more. Several interns and volunteers now work with us full-time or in part-time jobs; we look to this program as a primary recruitment tool for new hires. WYBE continues to work with local colleges and universities to bring the best and brightest through our doors. We look forward to growing this learning-lab style opportunity in 2007.

## FY 2006 Operating Revenue and Expenses

Revenues by Source	2,480,532
Grants	1,697,993
In-Kind Contributions	439,737
Production & Distribution	220,114
Donations	119,495
Other Income	3,193

Expenses by Category*	2,505,462
Programming & Distribution	1,629,749
Administrative	648,292
Fund-Raising	227,421

\*Excludes \$265,972 depreciation expense.

