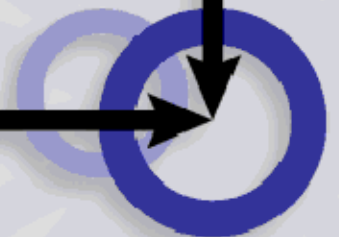


***Welcome!***

**PBS Technology Conference 2001  
and the  
NAB 2001 Annual Convention**



PBS 2001 Technology Conference

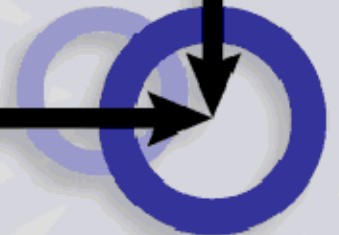


# *Technology & Operations Strategic Plan*

Edward P. Caleca  
Sr. Vice President  
Technology & Operations



PBS 2001 Technology Conference



# *Evolution of an Entertainment Medium*

Act I

Broadcast Television, Birth – 70s

Act II

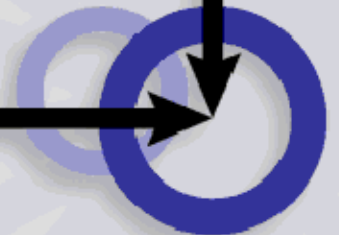
Cable Television, 70s – 2000

DTH – DBS

Act III

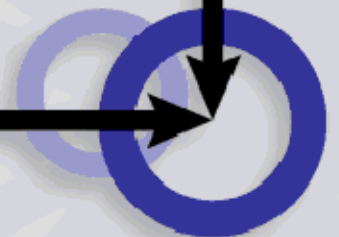
Your Television, 2000 – Beyond

**“Consumer Television”**



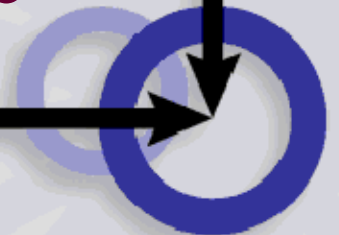
# *What is public broadcasting doing to prepare for consumer television?*

- Creatively converting all local stations to digital
- Developing local and national multicast services to support and enhance its mission
- Expanding and enhancing local and national web sites
- Developing the interactive TV landscape
- Building relationships with cable to ensure carriage of our digital services



# *How is PBS Technology & Operations supporting your digital mandate?*

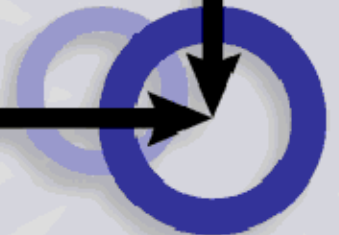
- Providing leadership on critical DTV standards, FCC rulemaking, developmental issues and funding support
- Re-designing the organization to support the 3-year plan and associated capital and operating expense budget
- Researching, analyzing and planning for the next generation of interconnection
- Developing a 3-year strategy plan: public broadcasting, anytime, anywhere, 24/7



# *Public Broadcasting: Anytime, Anywhere, 24/7*

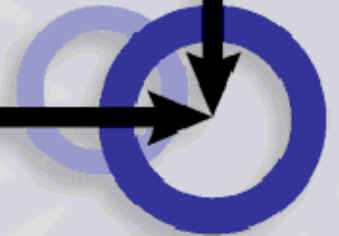
## Strategic Imperatives:

- Ensure carriage on all platforms: digital broadcast, digital cable, DBS, satellite/interconnection, interactive television, internet and wireless
- Ensure 99% reliability across all platforms
- Ensure that PBS member stations transition to digital by 2003
- Participate in application trials and analysis for emerging technologies



# ***PBS T&O Objectives FY2002 - 2004***

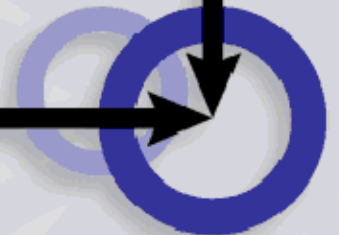
- Control operational cost and increase efficiencies
- Broaden the relationship between PBS and member stations
- Achieve excellence in teaming across PBS business units



# ***PBS T&O Objectives***

## ***FY2002 - 2004***

- Add value by leveraging the ability to deliver the broadest set of offers: technology, consulting, professional development, solutions, etc.
- Achieve “Best in Class” customer satisfaction
- Grow interconnection asset supported revenues
- Maintain high reliability across all distribution platforms

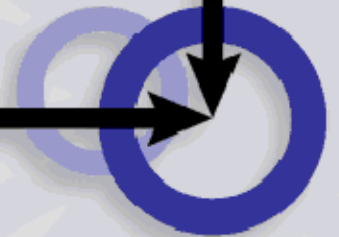




# ***Business Assumptions FY2002 - 2004***

## Business Environment

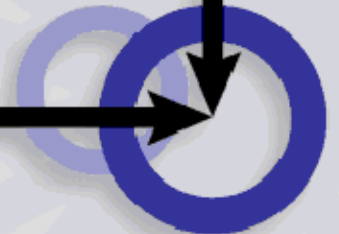
- Analog Television will continue to be public broadcasting's core business
- Existing multicast/SDTV packaged services will not greatly expand
- Online will continue to support and complement programming and promotional platforms



# ***Business Assumptions FY2002 - 2004***

## Business Environment

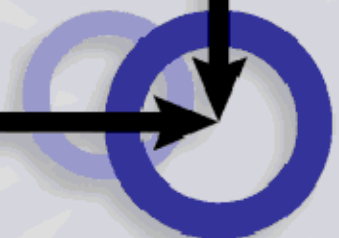
- E-commerce/B2B activity will be minimal
- There will be no breakthrough datacasting application
- Consumer acceptance of digital TV will take significantly longer than anticipated; analog spectrum return: 2008 earliest



# ***Business Assumptions FY2002 - 2004***

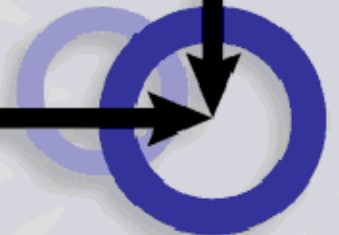
## Business Environment

- With launch of new satellite capacity, sales revenue will continue to be suppressed
- Digital technology sets up a distribution/control shift to decentralized model
  - Asset Management
  - ADDE



# ***Business Assumptions FY2002 - 2004***

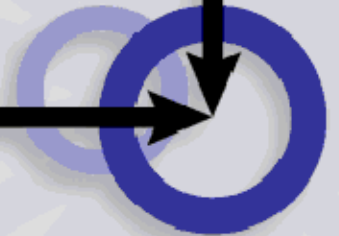
- Cable and DBS subscriber base will grow by 3-5 million households
- Wireless applications will grow



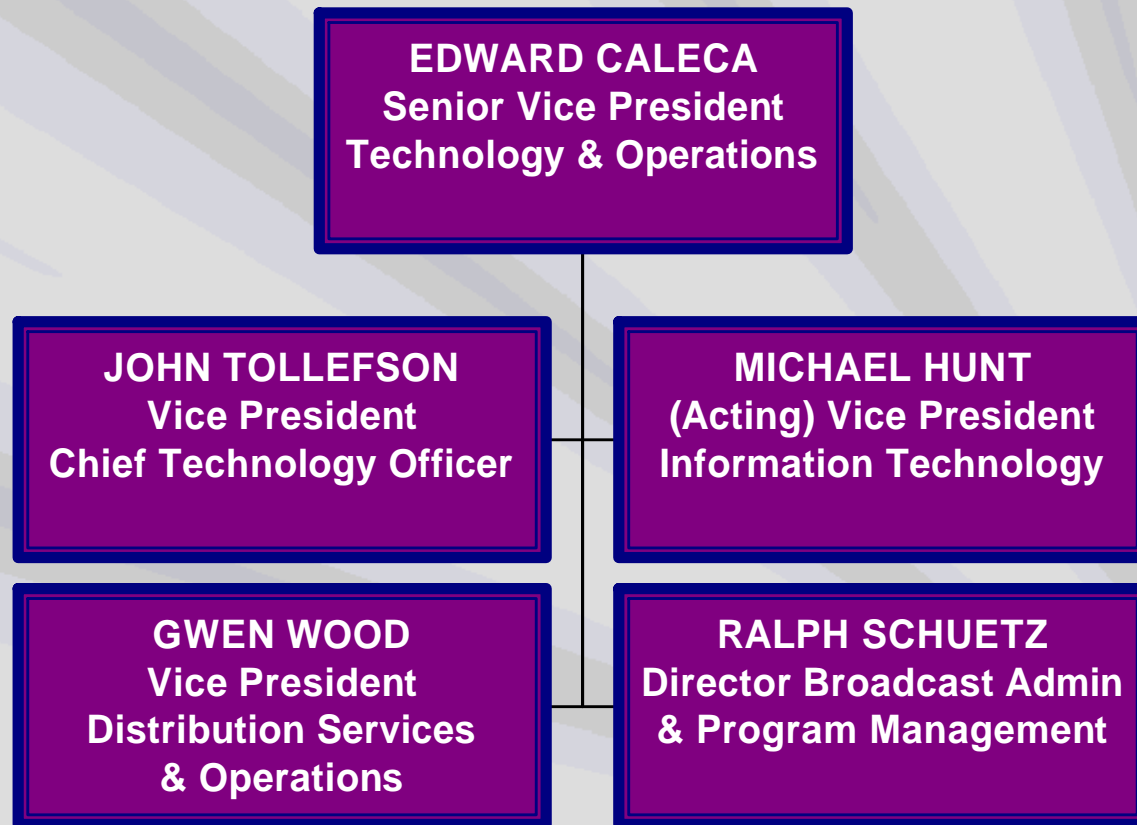
# *Operating Expense & Capital Budget, FY2002 - 2004*

## Investment Priorities

- Reliability
- DTV Transition (Stations and Braddock Place)
- Next Generation Interconnection
- Asset Management/Archiving
- Videostreaming



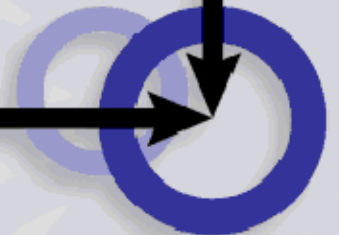
# Technology & Operations Organization Design



# ***PBS T&O Organization Design***

## Vice President – Chief Technology Officer

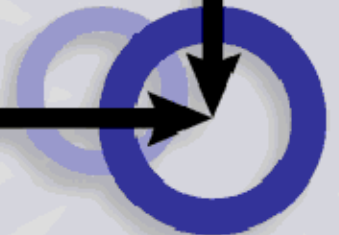
- Broadcast engineering
- DTV Planning
- Strategic technology plan
- DTV professional development
- MSO/DBS technical support
- Equipment & funding consultation
- DTV transition station support
- Interconnection, current & future



# ***PBS T&O Organization Design***

## Vice President – Distribution Services & Operations

- Broadcast operations & Technical Services Engineering
- Satellite sales & services
- Channel management
- Interconnection asset and revenue opportunities

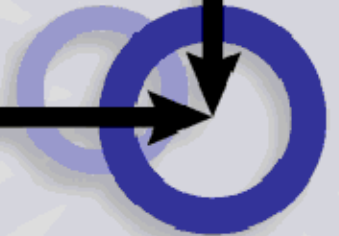




# ***PBS T&O Organization Design***

## Vice President – Information Technology

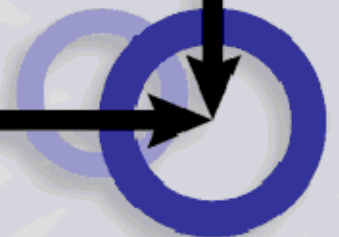
- Enterprise platform
- I.T. strategic plan
- Broadband technology platform
- Application/solutions support
- Communication/desktop platform



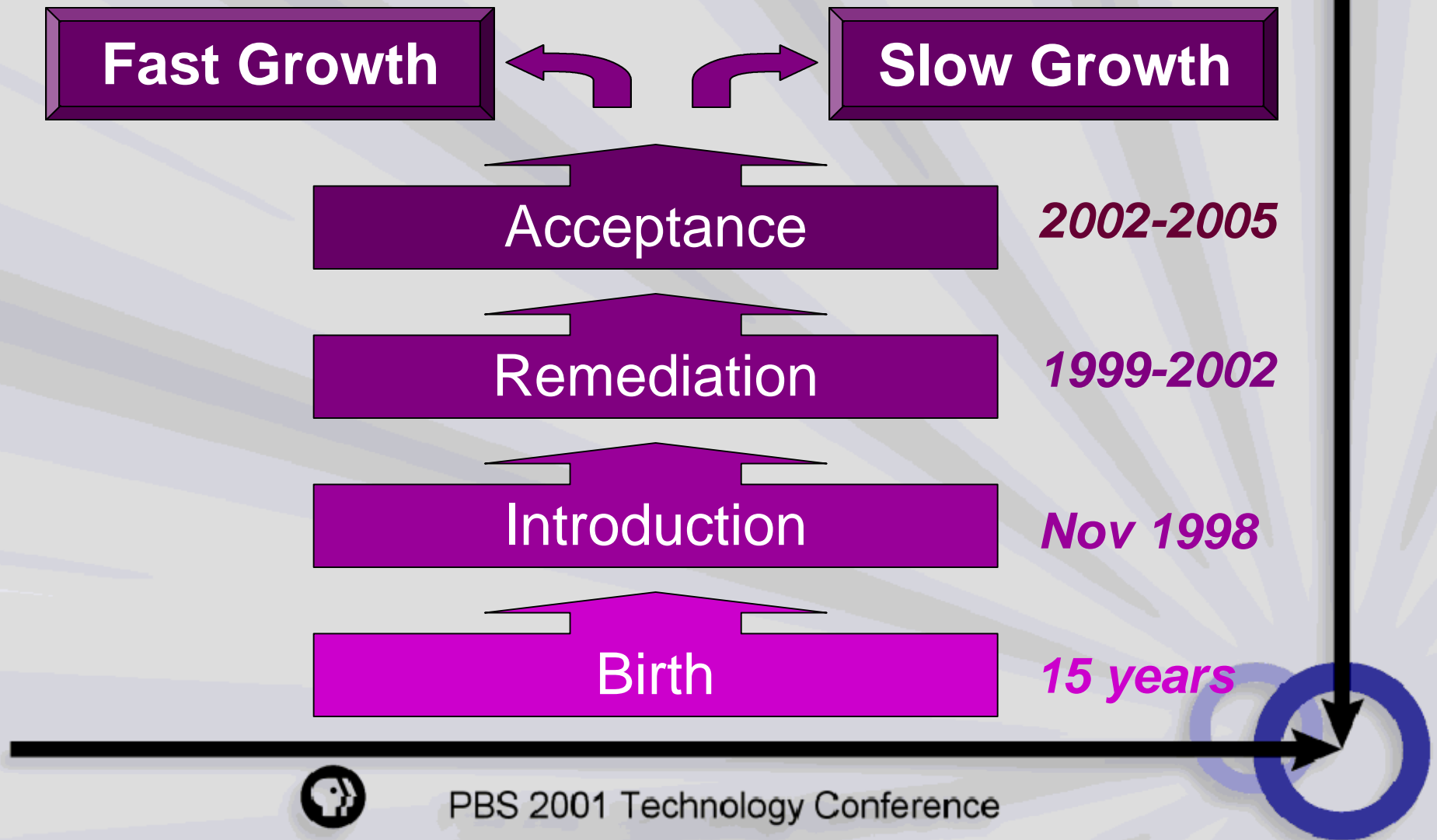
# ***PBS T&O Organization Design***

## Director – Program Management & Administration

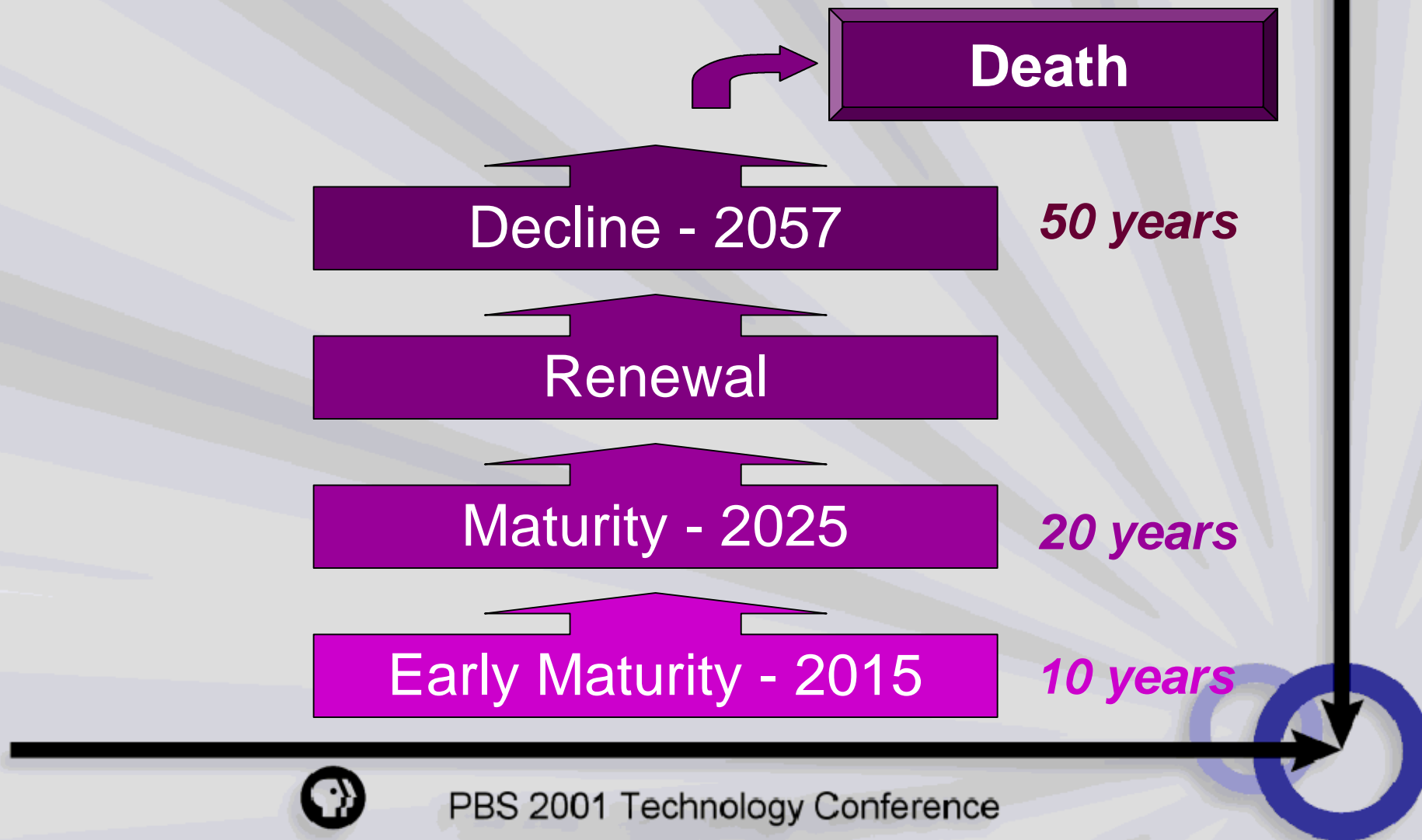
- Interconnection agreement/contract
- Budget management
- Station communications
- Technology Conference support
- Engineering committee liaison



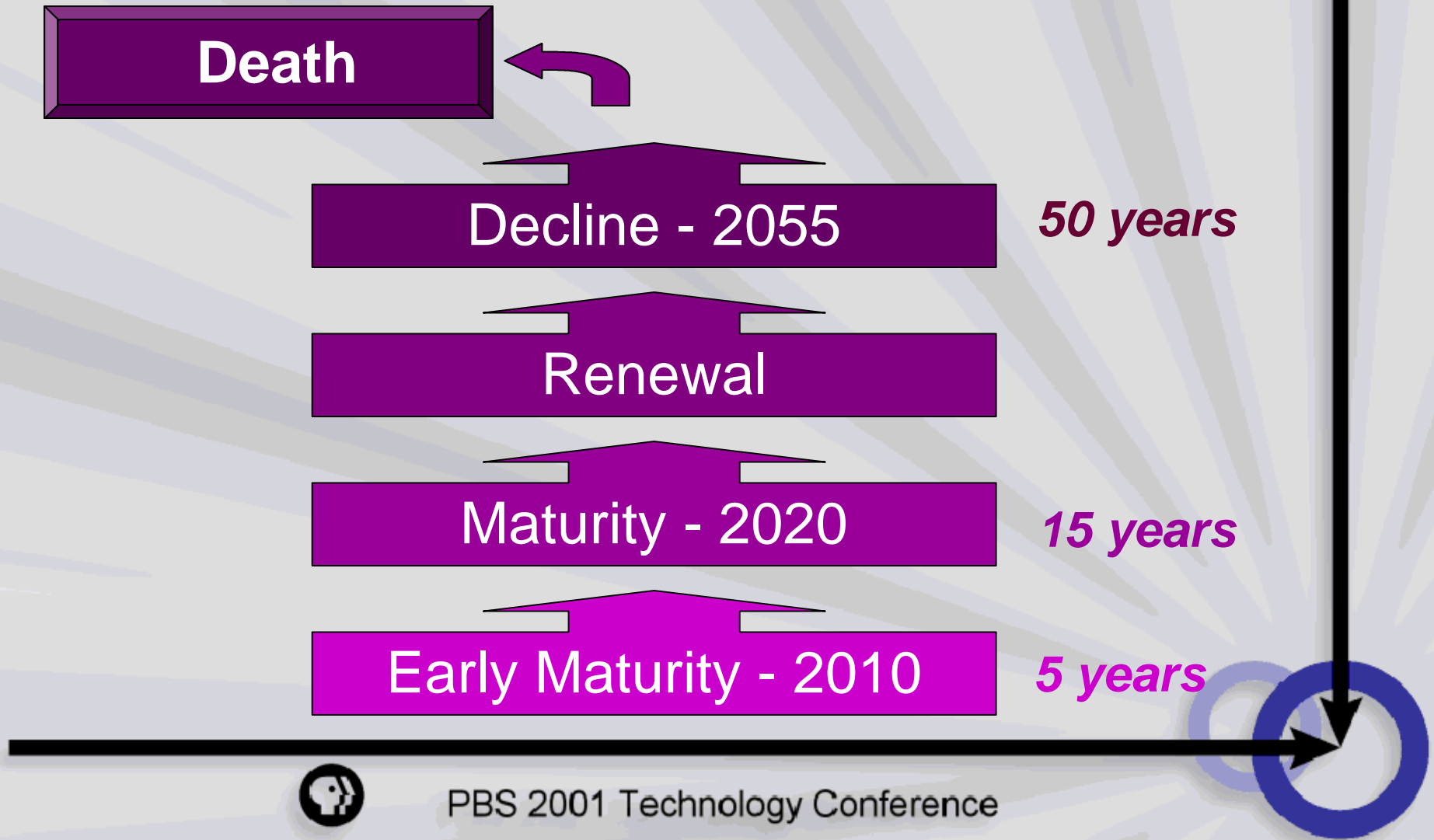
# *DTV Life Cycle*



# *DTV Life Cycle – Slow Growth*



# *DTV Life Cycle - Fast Growth*



***Thank You!***



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