

**R15P00**  
**Maryland Public Broadcasting Commission**

***Operating Budget Data***

	<u>FY 02</u>	<u>FY 03</u>	<u>FY 04</u>	<u>FY 02-04</u> <u>Change</u>	<u>FY 05</u>	<u>FY 04-05</u> <u>Change</u>
Operations	\$21,727	\$19,590	\$22,287	\$560	\$21,502	-\$785
Contractual Services	12,387	11,264	13,354	967	12,499	-855
Grants	0	0	0	0	0	0
Contingent & Back of Bill Reductions	0	0	0	0	-78	-78
<b>Adjusted Grand Total</b>	<b>\$34,114</b>	<b>\$30,854</b>	<b>\$35,641</b>	<b>\$1,527</b>	<b>\$33,923</b>	<b>-\$1,718</b>
General Funds	10,648	10,509	10,787	\$139	11,339	552
Contingent & Back of Bill Reductions	0	0	0	0	-29	-29
<b>Adjusted General Funds</b>	<b>\$10,648</b>	<b>\$10,509</b>	<b>\$10,787</b>	<b>\$139</b>	<b>\$11,309</b>	<b>\$522</b>
Special Funds	20,470	17,504	21,475	\$1,005	19,284	-2,191
Contingent & Back of Bill Reductions	0	0	0	0	-48	-48
<b>Adjusted Special Funds</b>	<b>\$20,470</b>	<b>\$17,504</b>	<b>\$21,475</b>	<b>\$1,005</b>	<b>\$19,235</b>	<b>-\$2,239</b>
Federal Funds	2,996	2,841	3,379	\$383	3,378	-1
<b>Adjusted Grand Total</b>	<b>\$34,114</b>	<b>\$30,854</b>	<b>\$35,641</b>	<b>\$1,527</b>	<b>\$33,923</b>	<b>-\$1,718</b>
<b>Annual % Change</b>		<b>-9.6%</b>	<b>15.5%</b>		<b>-4.8%</b>	

- The Maryland Public Broadcasting Commission (MPBC) has had a cumulative appropriation reduction of approximately \$824,000 due to cost containment actions taken since fiscal 2002. This has been offset by the federally mandated digital conversion.
- The fiscal 2005 allowance decreases by \$1.7 million largely due to savings from fiscal 2004 position abolitions and a reduction in contractual payments for on-air talent and related expenses.

Note: Numbers may not sum to total due to rounding.

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***Personnel Data***

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	<u>FY 02</u>	<u>FY 03</u>	<u>FY 04</u>	<u>FY 02-04</u> <u>Change</u>	<u>FY 05</u>	<u>FY 04-05</u> <u>Change</u>
Regular Positions	188.0	185.0	162.0	-26.0	162.0	0.0
Contractual FTEs	10.6	7.5	10.7	0.1	7.4	-3.2
<b>Total Personnel</b>	<b>198.6</b>	<b>192.5</b>	<b>172.7</b>	<b>-25.9</b>	<b>169.4</b>	<b>-3.2</b>

***Vacancy Data: Regular Positions***

Turnover Expectancy	4.05	2.50%
Positions Vacant as of 12/31/03	8.00	4.94%

- Cost containment resulted in the abolition of 26 positions from fiscal 2002 through 2004. Due to financial problems, MPBC also implemented across-the-board salary reductions in fiscal 2003 which reduced regular earnings and related benefits by approximately \$1.1 million.
- The fiscal 2005 allowance abolishes 3.2 contractual positions.

## ***Analysis in Brief***

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### **Major Trends**

***Decline in Viewership and Membership Seems to Have Stopped:*** Viewership and membership have been in decline for several years, but MPBC expects both to increase slightly in fiscal 2005.

***Financial Support from Membership Has Decreased:*** In addition to a decrease in the number of members, the total financial support from members has been decreasing or relatively flat for several years.

***Mixed Signals in College of the Air:*** Maryland Public Television (MPT) plans to increase the number of courses it offers through its College of the Air program, but it expects the number of course licenses to decrease.

### **Issues**

***Privatization Study:*** MPBC's traditional revenue sources are not as productive as they have been historically. Membership donations are down, and government budgets are tight. As a result, the Governor's Commission on the Structure and Efficiency of State Government (the Mandel Commission) made several recommendations, the most significant being that a privatization study be conducted by an independent firm.

***National Underwriting Is Down:*** In what has been some difficult years for MPBC, management has made a decision to de-emphasize shows with national carriage and focus on local programming.

***Digital Conversion Delayed Again:*** The original Federal Communications Commission schedule required all Public Broadcasting System stations be capable of both digital and analog broadcasting by June 1, 2003. MPBC has received a second extension for its two unconverted stations.

***State Agency Advertising:*** A new initiative MPT has started is to advertise "Maryland" on its programs with national carriage. The primary advertiser so far is the Department of Business and Economic Development.

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**Recommended Actions**

	<u>Funds</u>	<u>Positions</u>
1. Reduce communication expenses to fiscal 2003 level.	\$ 148,668	
2. Reduce electronic supplies for analog equipment.	71,000	
3. Delete vacant position.	42,164	1.0
4. Adopt narrative requiring the Maryland Public Broadcasting Commission to prepare a privatization report.		
<b>Total Reductions</b>	<b>\$ 261,832</b>	<b>1.0</b>

**Updates**

*Star School Project Continues:* MPBC is once again scheduled to receive a \$2 million federal grant for the Star School project.

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**Maryland Public Broadcasting Commission**

***Operating Budget Analysis***

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**Program Description**

The Maryland Public Broadcasting Commission (MPBC) is responsible for operating a system of State, regional, and local facilities to provide educational and cultural radio and television programs in Maryland. MPBC is responsible for and controls the preparation, content, and programming of all its programs for the general public. The commission is the federal licensee for all broadcasting stations operated by Maryland Public Television (MPT) and consists of six broadcast transmitters throughout the State and a headquarters facility in Owings Mills.

MPBC has two primary responsibilities: to prepare, schedule, and program all educational television and radio programs to be used in the public schools and for adult education programs; and to prepare programs for the general public.

To measure its progress in fulfilling its responsibilities, MPBC has established the following goals:

- produce quality entertainment and educational programming at the national and local level;
- increase the number of members and viewers of MPT; and
- maintain the financial viability of MPBC.

**Performance Analysis: Managing for Results**

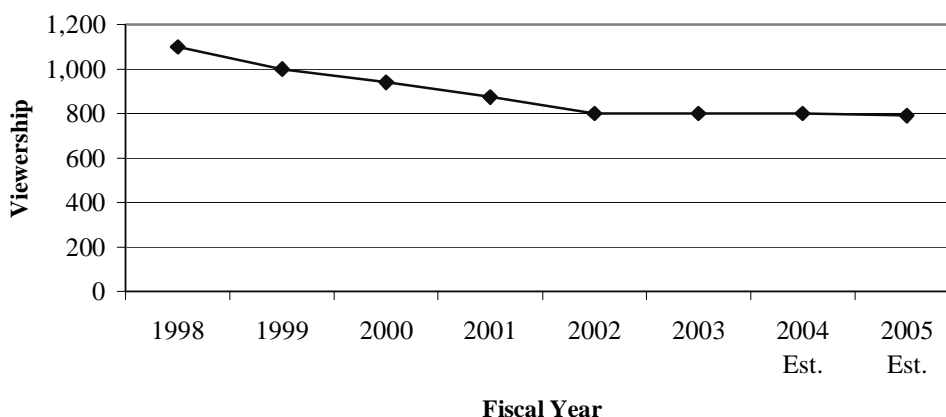
**Viewership**

As noted in the analysis for fiscal 2004, MPT's viewership has been in decline for several years. This is consistent with the national trend in television as the market becomes more segmented. However, this trend seems more pronounced for public television as a variety of programs such as history and cultural shows that were once the exclusive domain of the Public Broadcasting System (PBS) are now available on several cable channels and, in some cases, on channels dedicated exclusively to a particular genre. To a certain extent this is a sign of success. PBS maintained and demonstrated a market for shows that network television had no interest in and now there are financially viable stations with narrowly focused broadcast content, content that only PBS was broadcasting 20 years ago. Examples abound such as the History Channel, A&E, and The Learning Channel which are all serving market segments that were once only served by PBS. However, MPT believes this downward trend has stopped for its viewership. As **Exhibit 1** shows, viewership has decreased by about 300,000 from fiscal 1998 through 2002 but remained level in fiscal 2003.

MPBC should be prepared to comment on why it believes the downward trend has stopped and if it believes this is a reversal of the trend of the past few years. MPBC should also be prepared to discuss how its strategic vision of its purpose and place in the market has been adapted to the new realities of a highly segmented market and literally hundreds of competitors.

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**Exhibit 1**  
**MPT Viewership**  
**Fiscal 1998 - 2005**



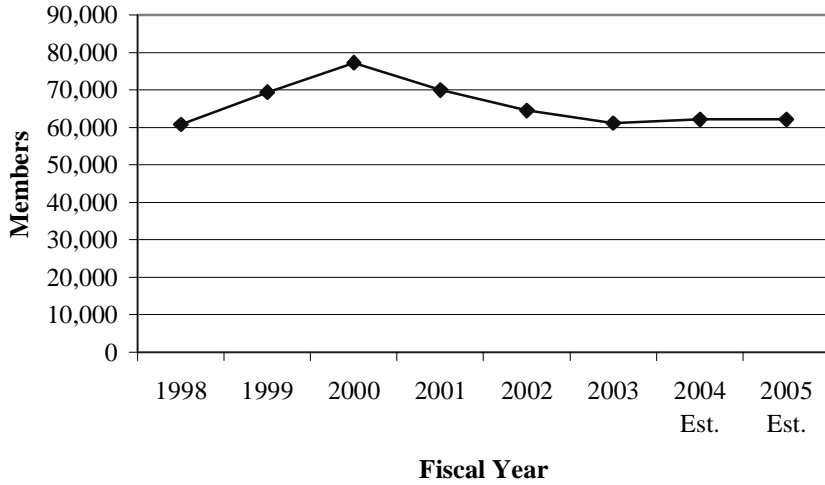
Source: Maryland Public Broadcasting Commission

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## **Membership**

Membership donations have historically accounted for about 16% of MPBC's total annual revenue. A decline in viewership has predictably affected membership and donations as **Exhibits 2 and 3** show. While there has been some resilience in donations, membership has been in decline and donations have been relatively flat since fiscal 2000. However, the trend in donations may be positive; they increased by \$300,000 in fiscal 2003 and are estimated to increase by another \$500,000 in fiscal 2004.

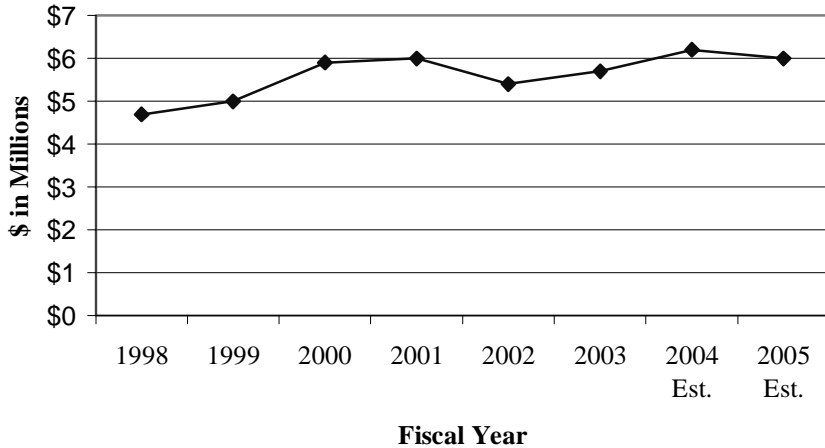
**Exhibit 2**  
**MPT Membership**  
**Fiscal 1998 - 2005**



Note: Fiscal 2003 has been revised downward from MPBC's original estimate.  
Source: Maryland Public Broadcasting Commission

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**Exhibit 3**  
**Contributions to MPT**  
**Fiscal 1998 - 2005**



Note: Fiscal 2003 has been revised downward from MPBC's original estimate.  
Source: Maryland Public Broadcasting Commission

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MPBC should be prepared to comment on its plans to retain and increase its membership.

**Governor's Proposed Budget**

**Exhibit 4** details the Governor's fiscal 2005 allowance, which is a \$1.7 million (4.8%) decrease from the cost containment adjusted fiscal 2004 working appropriation.

**Exhibit 4**  
**Governor's Proposed Budget**  
**Maryland Public Broadcasting Commission**  
(\$ in Thousands)

	<u>FY 03</u> <u>Actual</u>	<u>FY 04</u> <u>Approp.</u>	<u>FY 05</u> <u>Allowance</u>	<u>FY 04-05</u> <u>Change</u>	<u>FY 04-05</u> <u>% Change</u>
General Funds	\$10,509	\$10,787	\$11,339	\$552	5.1%
Contingent & Back of Bill Reductions	0	0	-29	-29	
<b>Adjusted General Funds</b>	<b>\$10,509</b>	<b>\$10,787</b>	<b>\$11,309</b>	<b>\$522</b>	<b>4.8%</b>
Special Funds	\$17,504	\$21,475	\$19,284	-\$2,191	-10.2%
Contingent & Back of Bill Reductions	0	0	-48	-48	
<b>Adjusted Special Funds</b>	<b>\$17,504</b>	<b>\$21,475</b>	<b>\$19,235</b>	<b>-\$2,239</b>	<b>-10.4%</b>
Federal Funds	\$2,841	\$3,379	\$3,378	-\$1	0.0%
<b>Adjusted Grand Total</b>	<b>\$30,854</b>	<b>\$35,641</b>	<b>\$33,923</b>	<b>-\$1,718</b>	<b>-4.8%</b>

**Where It Goes:**

**Personnel Expenses**

Reduction in overtime .....	-\$58
Abolished/transferred positions .....	-674
Increments and other compensation .....	170
Employee and retiree health insurance .....	272
Other fringe benefit adjustments .....	-1

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**Where It Goes:**

**Other Changes**

***Production and Broadcasting***

Increase in software expenses for new software for the Star Schools program .....	66
Reduction in contractual services due to the reduction in on-air talent and related costs .....	-684
Reduction in travel expenses related to shows .....	-118
Reduction in advertising primarily due to less advertising of Wall Street Week .....	-56

***Equipment***

Elimination of future purchases of analog electronic equipment due to digital conversion .....	-457
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***Other Changes***

Increase in telephone expense, partially offset by reduction in telecommunications ..	234
Equipment repairs and maintenance to analog broadcast equipment .....	70
Reduction in dues paid to the Corporation for Public Broadcasting and other professional associations .....	-225
Reduction in the number of attendees to national public broadcasting conferences....	-168
Reduction in contractual payroll due to a reduction in contractual staff and in hours for remaining staff .....	-97
Reduction in stationary and related expenses .....	-49
Miscellaneous changes .....	57

<b>Total</b>	<b>-\$1,718</b>
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Note: Numbers may not sum to total due to rounding.

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**Impact of Cost Containment**

The fiscal 2005 allowance reflects the elimination of \$77,777, the appropriation for matching employee deferred compensation contributions up to \$600, contingent upon enactment of a provision in the Budget Reconciliation and Financing Act of 2004.

**Personnel Expenses**

The fiscal 2005 allowance reduces personnel spending by about \$213,000. This is primarily due to a \$517,000 reduction in regular earnings associated with fiscal 2004 position abolitions. The reduction is partially offset by a \$272,000 increase in employee and retiree health insurance.

## **Production and Broadcasting**

The largest single decrease, \$684,000, in MPBC's fiscal 2005 allowance is contractual services for on-air talent and related costs. This reduction is the result of a variety of programming changes and is not caused by any one major change. For example, MPT now only broadcasts two cooking shows, down from 10 a few years ago; therefore, on-air cooking talent costs have decreased. Other reductions in production and broadcasting include reduced production related travel and less advertising.

## **Membership Retention and Revenue Generation**

MPBC forecasts an increase in membership and a leveling of the recent downward trend in viewership for fiscal 2005. However, there is no planned increase in membership recruitment, and the goals for the planned direct mail and telemarketing campaign are approximately the same as in fiscal 2003 and 2004. MPBC's approach to membership recruitment is basically the same as it was 30 years ago.

**MPBC should be prepared to discuss its approach to membership recruitment and possible new ideas and strategies that may be used to reach potential supporters.**

## *Issues*

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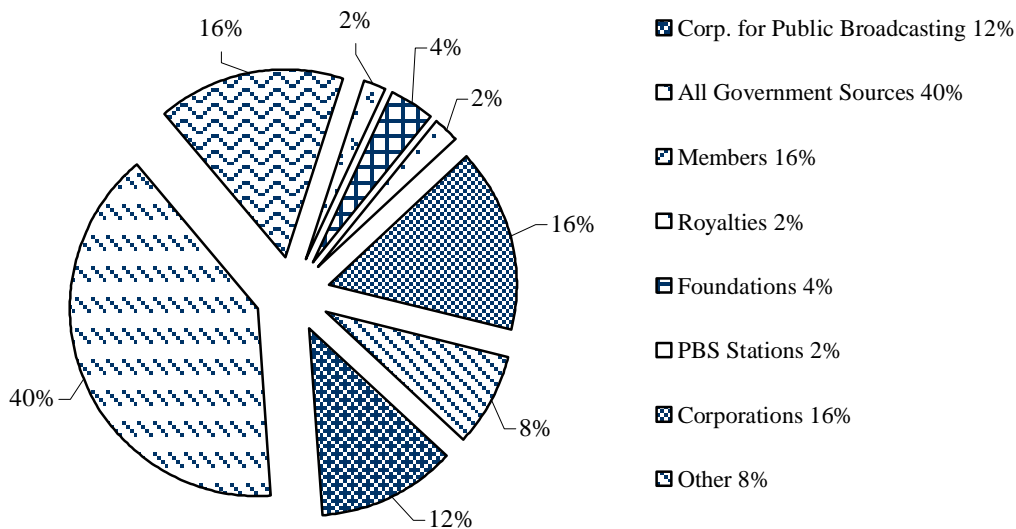
### **1. Privatization Study**

As has been noted in the analyses of the previous few years, MPBC's traditional revenue sources are not as productive as they have historically been. Membership donations are down and government budgets are tight. Private funding sources are the largest source of revenues for MPBC and include memberships, corporate sponsorships, grants, and the leasing of facilities. These sources comprise over 60% of MPBC's revenue. State general funds contribute about 31%, and federal funds contribute about 9% to MPBC's total budget. With all constrained government budgets and memberships re-leveling at about 300,000 less than just a few years ago, the pressure is on MPBC to discover new revenue sources.

It is this reality that led the Governor's Commission on the Structure and Efficiency of State Government (the Mandel Commission) to recommend that an independent firm investigate the benefits of selling MPT to a private nonprofit firm (see **Appendix 4** for all of the commission's recommendations). Besides the one-time revenue a sale would generate, the potential annual savings is about \$11 million in general funds. Twenty-eight states have their public broadcasting systems privatized including some of the leading stations in the nation such as WGBH (Boston), KCET (Los Angeles) and WETA (Washington, DC). **Exhibit 5** presents a comparison of revenue sources for MPT and the privately owned WGBH (Boston) for fiscal 2002 (the most recent year data for WGBH was available).

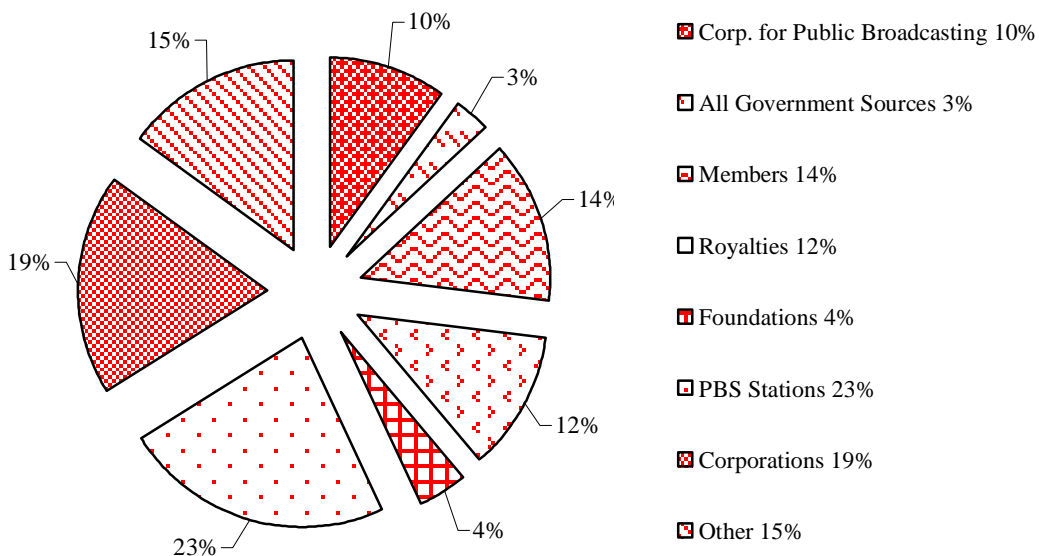
**Exhibit 5  
Revenue Sources for MPBC and WGBH**

**Revenue for MPT – Fiscal 2002**



Source: Maryland Public Broadcasting Commission and Department of Legislative Services

**Revenue Sources for WGBH – Fiscal 2002**



Source: WGBH Annual Report – 2002

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As Exhibit 5 shows, MPT and WGBH receive similar proportions of their revenues from members, foundations and corporations. However, there is significant difference in the funds received from government (which includes both federal and state), PBS stations, and royalties. WGBH is a premier station and is a model to examine as MPBC studies the possibility of privatization.

**MPBC should comment on privatization and how it would expect programming and operations to be affected. MPBC should also comment on plans to implement any of the Mandel Commission's other recommendations.**

## **2. National Underwriting Is Down**

The decline in national underwriting seems to correlate with MPBC's recent financial difficulties. As **Exhibit 6** shows national underwriting statistics have been generally trending downward for several years and have declined sharply in recent years.

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**Exhibit 6**  
**National Underwriting Statistics**  
**Fiscal 2000 – 2005**

<u>Measure</u>	<u>FY 00</u>	<u>FY 01</u>	<u>FY 02</u>	<u>FY 03</u>	<u>Est.</u> <u>FY 04</u>	<u>Est.</u> <u>FY 05</u>
Number of national underwriters	25	16	20	18	18	18
National underwriting revenue (\$ in Millions)	7.3	5.2	6.0	.15*	4.0**	2.9

\* Does not include \$3.7 million subsidy from PBS for Wall Street Week With Fortune

\*\* Does not include \$750,000 subsidy from PBS for Wall Street Week With Fortune

Source: Maryland Public Broadcasting Commission

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MPBC management has decided to de-emphasize its national programming and underwriting in favor of local programming. However it is noted that MPT does continue to produce shows with national carriage and has been very active in making the new Wall Street Week With Fortune a success. It is also noted that the premiere public television stations across the country are not only privatized, as mentioned above, but also produce a significant number of shows with national carriage; indeed that is one of the signs of a premiere station.

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Producing shows with national carriage may not be the only key to success for a public broadcaster but there does seem to be a correlation. National programming not only contributes to revenues, but also enhances a stations reputation and consequently increases the sponsorship fees it can charge.

**It seems that the turn away from national programming coincided with the start of MPBC's financial difficulties. MPBC should be prepared to explain its local programming strategy and how that strategy will diversify its revenue sources and secure its long term financial viability.**

### **3. Digital Conversion Delayed Again**

The original Federal Communications Commission schedule required all PBS stations to be capable of both digital and analog broadcasting by June 1, 2003. In anticipation of missing that deadline for two of its stations (Oakland and Montgomery County), MPBC applied for and received a 6-month extension. MPBC anticipates missing this second deadline and has received a second extension for its unconverted stations. The new deadline is May 31, 2004.

**MPBC should brief the committee on its prospects of meeting this new deadline and what is needed to finish the conversion process.**

### **4. State Agency Advertising**

A new initiative by MPT is to advertise "Maryland" on its shows with national carriage. The primary advertiser so far is the Department of Business and Economic Development. This advertising initiative makes MPBC more dependent on State revenues, not only for its general fund appropriation but also as a source of sponsorship revenue. This arrangement could magnify the adverse affects a lean budget year may have on MPBC. MPBC's recent experiences clearly demonstrate the need to diversify its revenue sources.

**MPBC should be prepared to comment on how it is managing this advertising program to minimize the risk of lost revenue should State budgets remain tight.**

## ***Recommended Actions***

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	<b><u>Amount Reduction</u></b>		<b><u>Position Reduction</u></b>
1. Reduce telephone expenses to fiscal 2003 level. This reduction allows a 33% increase over the fiscal 2004 level.	\$ 148,668	GF	
2. Reduce the allowance for analog electronic supplies. This reduction still allows a 10% increase over the fiscal 2003 actual expenditure and a 71% increase over the fiscal 2004 working appropriation.	71,000	GF	
3. Delete technician position that has been vacant in excess of nine months. The agency still has four vacant special funded technician positions	42,164	GF	1.0
4. Adopt the following narrative:			

**Privatization Report:** The committees are interested that Maryland Public Television (MPT) remains viable. Recent trends show that traditional funding sources for MPT are not as productive as they once were and new sources will be needed to maintain and expand production. The committee requests that the Maryland Public Broadcast Commission prepare a report on alternative funding sources with particular research on how other public television stations are financing their operations.

<b>Information Request</b>	<b>Author</b>	<b>Due Date</b>
Privatization Report	Maryland Public Broadcast Commission	December 1, 2004

<b>Total General Fund Reductions</b>	<b>\$ 261,832</b>		<b>1.0</b>
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## *Updates*

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### **1. Star School Project Continues**

MPBC is once again in line to receive a \$2 million federal grant for the Star School project, a U.S. Department of Education project, to help foster creative ways to use video and other technology for distance learning.

## *Current and Prior Year Budgets*

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### Current and Prior Year Budgets Maryland Public Broadcasting Commission (\$ in Thousands)

	<u>General Fund</u>	<u>Special Fund</u>	<u>Federal Fund</u>	<u>Reimb. Fund</u>	<u>Total</u>
<b>Fiscal 2003</b>					
Legislative Appropriation	\$11,068	\$22,786	\$3,501	\$0	\$37,355
Deficiency Appropriation	0	0	0	0	0
Budget Amendments	0	0	922	0	922
Cost Containment	-559	0	0	0	-559
Reversions and Cancellations	0	-5,282	-1,582	0	-6,864
<b>Actual Expenditures</b>	<b>\$10,509</b>	<b>\$17,504</b>	<b>\$2,841</b>	<b>\$0</b>	<b>\$30,854</b>
<b>Fiscal 2004</b>					
Legislative Appropriation	\$10,787	\$21,475	\$3,379	\$0	\$35,641
Cost Containment	0	0	0	0	0
Budget Amendments	0	0	0	0	0
<b>Working Appropriation</b>	<b>\$10,787</b>	<b>\$21,475</b>	<b>\$3,379</b>	<b>\$0</b>	<b>\$35,641</b>

Note: Numbers may not sum to total due to rounding.

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**Fiscal 2003**

In fiscal 2003, MPBC cancelled \$5.3 million in special funds because revenues were significantly lower than expectations.

**Object/Fund Difference Report  
Maryland Public Broadcasting Commission**

<u>Object/Fund</u>	<u>FY03 Actual</u>	<u>FY04 Working Appropriation</u>	<u>FY05 Allowance</u>	<u>FY04 - FY05 Amount Change</u>	<u>Percent Change</u>
<b>Positions</b>					
01 Regular	185.00	162.00	162.00	0	0%
02 Contractual	7.46	10.65	7.42	-3.23	-30.3%
<b>Total Positions</b>	<b>192.46</b>	<b>172.65</b>	<b>169.42</b>	<b>-3.23</b>	<b>-1.9%</b>
<b>Objects</b>					
01 Salaries and Wages	\$ 11,838,265	\$ 11,606,981	\$ 11,393,611	-\$ 213,370	-1.8%
02 Technical & Spec Fees	306,440	434,384	310,167	-124,217	-28.6%
03 Communication	1,116,048	1,098,998	1,363,817	264,819	24.1%
04 Travel	281,456	565,869	254,077	-311,792	-55.1%
06 Fuel & Utilities	829,686	880,443	931,443	51,000	5.8%
07 Motor Vehicles	125,032	37,069	59,461	22,392	60.4%
08 Contractual Services	11,264,410	13,354,445	12,498,831	-855,614	-6.4%
09 Supplies & Materials	1,306,563	1,267,517	1,432,857	165,340	13.0%
10 Equip - Replacement	85,266	100,997	79,805	-21,192	-21.0%
11 Equip - Additional	2,530,248	4,889,500	4,446,040	-443,460	-9.1%
13 Fixed Charges	1,171,073	1,404,757	1,230,953	-173,804	-12.4%
<b>Total Objects</b>	<b>\$ 30,854,487</b>	<b>\$ 35,640,960</b>	<b>\$ 34,001,062</b>	<b>-\$ 1,639,898</b>	<b>-4.6%</b>
<b>Funds</b>					
01 General Fund	\$ 10,508,789	\$ 10,786,893	\$ 11,338,713	\$ 551,820	5.1%
03 Special Fund	17,503,974	21,474,755	19,283,888	-2,190,867	-10.2%
05 Federal Fund	2,841,724	3,379,312	3,378,461	-851	0%
<b>Total Funds</b>	<b>\$ 30,854,487</b>	<b>\$ 35,640,960</b>	<b>\$ 34,001,062</b>	<b>-\$ 1,639,898</b>	<b>-4.6%</b>

Note: The fiscal 2004 appropriation does not include deficiencies, and the fiscal 2005 allowance does not reflect contingent reductions.

**Fiscal Summary  
Maryland Public Broadcasting Commission**

<u>Unit/Program</u>	<u>FY03 Actual</u>	<u>FY04 Legislative Appropriation</u>	<u>FY04 Working Appropriation</u>	<u>FY03 - FY04 % Change</u>	<u>FY05 Allowance</u>	<u>FY04 - FY05 % Change</u>
01 Executive Direction and Control	\$ 668,456	\$ 896,233	\$ 896,233	34.1%	\$ 759,258	-15.3%
02 Administration and Support Services	10,809,484	12,784,235	12,784,235	18.3%	12,577,618	-1.6%
03 Broadcasting	14,496,279	14,564,167	14,564,167	0.5%	15,003,763	3.0%
04 Content Enterprises Productions	4,880,268	7,396,325	7,396,325	51.6%	5,660,423	-23.5%
<b>Total Expenditures</b>	<b>\$ 30,854,487</b>	<b>\$ 35,640,960</b>	<b>\$ 35,640,960</b>	<b>15.5%</b>	<b>\$ 34,001,062</b>	<b>-4.6%</b>
General Fund	\$ 10,508,789	\$ 10,786,892	\$ 10,786,893	2.6%	\$ 11,338,713	5.1%
Special Fund	17,503,974	21,474,754	21,474,755	22.7%	19,283,888	-10.2%
Federal Fund	2,841,724	3,379,311	3,379,312	18.9%	3,378,461	0%
<b>Total Appropriations</b>	<b>\$ 30,854,487</b>	<b>\$ 35,640,960</b>	<b>\$ 35,640,960</b>	<b>15.5%</b>	<b>\$ 34,001,062</b>	<b>-4.6%</b>

Note: The fiscal 2004 appropriation does not include deficiencies, and the fiscal 2005 allowance does not reflect contingent reductions.

**Recommendations Regarding Maryland Public Broadcasting  
From the Commission on the Structure and Efficiency of State Government**

- An independent firm knowledgeable of the broadcasting industry should conduct a thorough evaluation of the options available to transfer MPBC's broadcast license to a non-profit organization (perhaps Maryland Public Broadcasting Foundation).
- Aggressively explore shared resources and programming with WETA and WHUT, particularly national programming.
- Establish an endowment of private funds for operations and other needs.
- Provide annual State support to a non-profit license holder organization only commensurate with the cost of producing unique local programming provided to Marylanders.
- Explore fully revenue generating opportunities through web-based programming.
- Ensure that essential programming supplied to State educational institutions be provided at State expense if necessary.