

# Montgomery Community Television, Inc.

## Strategic Plan

### 2005 – 2010

## Executive Summary

This document proposes strategic initiatives that have been developed by Montgomery Community Television's Strategic Planning Committee and adopted by MCT's Board of Directors. Its purpose is to provide a conceptual context from which staff can develop detailed operational work plans and evaluation tools. This document will serve as an evolving plan that is intended to be reviewed and updated on an ongoing basis.

The planning process involved collecting input from various sectors and stakeholders beginning in January 2004. A series of one-on-one interviews, group meetings with members and staff were conducted to gather background and perceptions on MCT's services and effectiveness.

MCT was formed in 1984 with the fundamental purpose of providing public access to television production resources and cable channels. Over the past twenty years the organization has taken on additional responsibilities including local origination programming which included a news operation, maintenance and repair of equipment, production services, playback services for other PEG Network partners, and increased revenue generation. Some of those efforts, in particular local origination and revenue generation, have created tension and conflict with the original and evolving intent to ensure public access. Nonetheless, programming facilitated or produced by MCT has won numerous awards. More than 4,000 students completed workshops with thousands of hours of local programming presented to Montgomery County cable subscribers.

Today, MCT provides the following services:

- Outreach and training of residents interested in television production
- Distribution or playback of programming on cable channels 19 and 21
- Facilitation of community based volunteer production by supervising, coordinating or advising including free use of MCT's production equipment and facilities
- Creation of professionally produced local programming including *21 This Week* and monthly specials such as the Martin Luther King Day Celebrations and Joint County Gang Task Force Town Hall Meetings
- Professional production services for clients including Montgomery County Government

MCT's management practices of past years have resulted in both programmatic achievement and limitations. While programming on cable 19 and 21 are the most diverse on local channels, too few viewers are aware of the benefits. Production technologies are

changing rapidly increasing opportunities for more productions originating in the community, while a majority of MCT's efforts are focused at the studios and physical location in Rockville. Training methods and residents' requirements are changing, while MCT's training design has remained essentially the same for the past nineteen years. MCT's revenues have fluctuated greatly in the past three years and while needs have been increasing MCT has not engaged in any new fund raising strategies, except raising fees. Volunteers dedicate countless hours in the creation of programming yet their efforts remain limited to "certified" areas based upon completion of the training program. Demands to increase quality outcomes consistent with expectations have resulted in marginal improvements. MCT's strongest asset is the dedicated staff and volunteers yet the organizational structure limits the achievement of greater potential.

MCT is subject to significant external forces. Among them support from County policymakers, changes in demographics, revolutionary changes in technology and the overarching telecommunications policy. The trend toward deregulation of the telecommunications infrastructure threatens the long term funding and availability of channels. New technologies including broadband and IP delivery operate on the outer edge of current regulations and there are continual challenges to the local franchising authority. Montgomery County has a strong tradition of engaging residents and public, educational and governmental access helps to build a vital democracy.

As part of this strategic planning process, MCT is fundamentally reevaluating purpose, programmatic initiatives and organizational structure. This effort will realign organizational outcomes to increase value to residents and ensure sustained operations.

### **Vision Statement**

Montgomery Community Television envisions Montgomery County as a place where residents can gain access to and create community media that improves the quality of life.

### **Mission Statement**

Montgomery Community Television's mission is to encourage and sponsor television programming and broadband media that meets community needs and offer forums for free expression.

### **Values Statement**

#### **Integrity**

- We will be open, honest and accountable while perpetuating ethical, fiscally responsible stewardship of public resources.

#### **Human Potential**

- We value our volunteers and staff as one of the most determining factors in our ability to achieve our mission.

**Diversity**

- We will respect one another by providing a public place for individual expression and the exchange of ideas while addressing the unique requirements of those underserved or disenfranchised from broadcast media.

**Quality**

- We will raise performance expectations through a feedback rich environment of continuous learning, while seeking a total quality experience for all involved.

**Collaboration**

- We will work in teams and partner with others in ways that expand our respective capacities to serve our community.

**Innovation**

- We will sustain a creative environment that encourages challenging assumptions and seeking new solutions in all aspects of our technology and business.

**Outcomes Statement**

- Montgomery County residents view MCT's channels and broadly support telecommunications policies that enable public access.
- The content created and distributed as a result of MCT's efforts reflects the interests and diversity of Montgomery County while stimulating viewership.
- Montgomery County residents engaged in building community utilize MCT to increase shared understanding and common interests.
- Montgomery County's non-profit and community service sector perceive MCT as a partner and use MCT's resources as their first choice when considering communications strategies.
- MCT is recognized locally and nationally for its effective governance, management and sustainability.

## Montgomery Community Television, Inc. Matrix of Proposed Services and Activities

Service	Description	Initiatives
<b>Outreach/Education</b>	MCT will outreach into diverse sectors of Montgomery County to educate on the importance of and participation in public interest community media	Community Media Awareness Campaign* Public Interest Campaign* Non-Profit Collaborative*
<b>Training</b>	MCT will implement decentralized, modular multi-track, client-centered training programs that impart media literacy, electronic media content creation, development and distribution including the possibility of future work force development programs	Video Basic* Video Intensive Multi-media (Digital, DVD, Web)*
<b>Production Facilitation</b> (where less than 50% of crew is provided as paid staff)	MCT will provide graduated support with extensive use of volunteers in the production of community media dependent upon the client's skill, availability and aptitude	<i>Speak Out Montgomery*</i> <i>MWIR/Revista Semanal Montgomery</i> <i>Community Focus*</i> <i>Montgomery SportsNet*</i> <i>First Person*</i>
<b>Production Services</b> (where more than 50% of crew is provided as paid staff)	MCT will provide customized levels of enhanced support in the production of community media	Government Access Production Services 501 (C)reative Services <i>21 This Week</i> <i>Community Issues Forums*</i> <i>Candidates Forum*</i>
<b>Distribution</b>	MCT will provide distribution of community media via all cable services in Montgomery County and a parallel web-based portal	Cable 19 Cable 21 accessmontgomery*
<b>New Technology</b>	MCT will partner in the development of community databases	SportsNet* EventNet* VolunteerNet*

*\*proposed initiatives requiring development*