

Montgomery Community Television, Inc.

Strategic Plan

2005 – 2010

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 residents completed field and studio 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.

Priorities

- (1) increasing the quantity and quality of citizen-generated programming produced and distributed by MCT;
- (2) increasing the number of volunteers and the quality of the volunteer experience;
- (3) rebuilding staff and staff morale; and
- (4) restoring and maintaining in good order the equipment and environment in which volunteers and staff operate.

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

Service	Description	Initiatives
Outreach/Advocacy	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*
Training	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)*
Production Facilitation (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>
Production Services (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>
Distribution	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*
New Technology	MCT will partner in the development of community databases	SportsNet* EventNet* VolunteerNet*

**proposed initiatives requiring development*

MCT Strategic Plan

Appendices

Background

This document proposes strategic initiatives that have been developed by Montgomery Community Television's Strategic Planning Committee and developed into work plans by staff. Its purpose is to provide a conceptual context that staff can use to develop detailed operational work plans and evaluation tools. This will also enable board members, stakeholders and members to evaluate how MCT is managing benchmarks and achieving outcomes that will ultimately serve to fulfill MCT's mission. This document will serve as an evolving plan that is intended to be reviewed and updated on an ongoing basis.

Organization History

Montgomery Community Television was formed in 1984 as a non-profit organization to serve the new cable franchise with public access services. A community task force made the initial recommendations which included its mission, purpose and scope of work. The Task Force identified the following driving principles for its mission.

- Public access programming should be community based
- The production of public access should be facilitated through the provision of adequate funds and resources
- Public access programming should server viewers as well as producers
- Diverse points of views should be strongly encouraged
- Public access programming should promote reasonable production quality that is cost effective
- There should be cooperation and coordination between public access and other locally produced cable programming efforts

MCT was initially envisioned as an oversight body with "local programming contractors" providing the direct services. That idea was subsequently changed giving MCT the ability to be the direct service provider.

In 1985, MCT began operations in the historic red brick courthouse in downtown Rockville with the hire of the first Executive Director Ralph Malvik. MCT took over public access and government access operations from the cable operator, Tribune United. MCT began playback of programs November 20, 1985, on the public access channel, cable 22 and the government access channel, cable 30. The first live gavel-to-gavel coverage of the County Council occurred on April 20, 1986. In the summer of 1986 MCT

launched its Candidates Soapbox, now known as Candidates Forum providing a level playing field for production of four minute statements at no cost.

On November 15, 1986 MCT moved into its new headquarters with the first annual awards ceremony. On June 8, 1987 MCT launched automated playback from the Metro Park North location for Cable 49, public access was relocated from channel 22, Cable 55, government access was relocated from channel 30. In addition MCT began providing playback services for the Rockville Channel. The first studio classes begin with the launch of MCT's new studio over the summer of 1987.

In preparation for new services, MCT expands taking on responsibility for local origination including news and community affairs programming. Additional office space is leased and the classroom is transformed into studio B. The Montgomery Channel, initially envisioned as the "Flagship" channel programming the best of access was launched on February 29, 1988. On that same week MCT premiered *News 21*, *Montgomery Week in Review*, *Montgomery County Means Business* and *Dance Club 21*.

In 1989, MCT's business efforts expanded earned revenue into more commercial production including ad and time sales of channel time. To extend the reach of programming and increasing the number of viewers to build commercial viability, MCT's shows are distributed into other cable and broadcast markets. The City of Rockville determined it would be in the City's best interest to transfer responsibility of playback from MCT. The J.C. Penny shopping satellite service is programmed on the Montgomery Channel but then shut down in controversy in December.

In 1990, the County's Office of Legislative Oversight issues a report studying the relationship between MCT and the County recommending specific modifications to terms and agreements. MCT continues to expand in commercial enterprises in both productions services, such as videos for bands, and airtime sales. In 1991 MCT begins producing *You and Your Insurance*, *Keep Fit America* and *Gardens of Eden*, *Open Line Sports* and *Open Line People*. The first Non-Profit day was held at MCT and the *Family Fun Festivals* were launched. In 1992 Studio B previously used nearly exclusively for *News21* is scheduled to include public access productions. MCT was selected as finalist in the Alliance for Community Media's *Hometown Video Competition* for Overall Excellence in Public Access programming. Produced programming includes *Real Estate Insiders* and *In the Garden*.

In 1993 four of MCT's programs including one Public Access production are nominated as finalists for the prestigious *Cable Ace Awards*. MCT offers two one-week TV production summer camps to 30 Blair H.S. students. MCT suspends commercial spot ads and infomercials after adoption of new regulations prohibiting such activity are adopted by the County. County Cable Montgomery assumed responsibility for playback of the government access channel. In 1994 MCT launched *Studio 501(c)(3)* and produced programming includes *Fiscal Fitness*. In 1995 the public access series *News Counterpoint* is nominated for a local Emmy award. The conversion of tape formats from ¾ inch to

SVHS begins as studio tube cameras are phased out. Produced series programming included Jewish News and Review.

In 1996 Studio B is redesigned to expand into a multi-use studio including installation of cyclorama, lights and an access ramp. Produced series programming included the Gazette Newsmakers. In 1997 seven productions are recognized with awards from the Alliance's Hometown Video Festival. Volunteer producer Ann Every is recognized at the County Executive's Ball for the series Art Strokes. Bill Shade is selected as the second Executive Director.

In 1998 produced programming included Montgomery's Most Talented. In 1999 Montgomery Week in Review tapes the 500th episode. The Multicultural series Montgomery Mosaic is launched and produced programming includes Healthy Side. In 2000 a three-week production class is offered to the Bethesda Youth Services Junior Leader Group Program. Produced series includes Home Smart. In 2001 begins the transition into digital video with miniDV, DVCPro and PC based character generators and still store. MCT receives an honorable mention in the Alliance Hometown Video Festival for Overall Excellence in Public Access. Six programs also receive top awards. Regular productions included Montgomery Citizen's Agenda.

In 2002, four programs receive awards at the Hometown Video Festival. DVCPro decks are installed in the edit booths. Regular productions included Coming Attractions. In 2003 MCT faced a recommended 40% budget cut and after rallying supporters the County Council restored some funding resulting in only a 24% reduction in budget. The cuts required a reduction in staffing and reducing the frequency of News 21 production from daily on weekdays to once a week. The African American Health Program awards MCT a \$4,900 mini-grant for the production of three public service announcements. The Alamar playback automation equipment was converted to a digital system by Synergy. Richard Turner was hired as the third Executive Director.

Situation Analysis

If we don't learn from our history we are bound to repeat it. Strategic planning provides the opportunity to be introspective and take stock of the organization's current status as compared to its potential. By asking various sample groups of board members, staff, clients and stakeholders, one can grasp trends, vulnerabilities that need to be minimized and assets that need to be exploited. What follows are summaries of key issues identified as high level priorities in the assessment but should not be considered an exhaustive list.

MCT needs to spend greater effort understanding its customers, clients, volunteers or members, perceptions of stakeholders and the effectiveness of reaching intended outcomes. Great effort is spent in generating data for routine reporting both programmatic and financial, however, the reports do not include analysis of that data, projections on future trends or recommended course correcting actions. There is no current or recent data on how viewers find, watch or perceive MCT channels. While

efforts are made to get feedback from clients in workshops and classes there are no routine satisfaction surveys. This lack of information deprives the organization from understanding and then adjusting to new external forces. Previous reports by outside consultants consistently raised concerns about data gathering and reporting. When surveying a small population of members, quality was stated as the number one value they would like to see MCT adopt. MCT must improve in data collection, analysis and reporting by developing effective systematic evaluation.

Recent efforts to explore the different characteristics of clients that utilize current training services revealed there are at least six different types of clients/members currently engaged at MCT. (see chart A.) When discussing their unique needs and requirements it becomes obvious that MCT lacks sufficient options or paths for involvement. There are barriers or inequities to how individuals become involved. Volunteers are defined exclusively as members who are currently certified. This excludes anyone else who might participate but chooses not to take the traditional class/training approach. This prevents program hosts, submitters of programs or video bulletin board announcements and others from becoming more fully involved as members. Volunteer members are seeking greater involvement in all areas including the opportunity to improve the quantity and quality of services. Volunteering to assist maintaining the web site came up among the highest rated suggestion during the member session. The training program was identified as a significant asset as part of the staff Strength-Weakness-Opportunities-Threats or SWOT exercise. MCT must find new ways to provide alternative paths for involvement and new services that will attract a wider array of residents. MCT must redesign how it markets to and integrates clients into services with while increasing the diversity of its membership.

The training structure has remained nearly the same since inception. It provides primarily for a single path approach toward certification. Orientation, field production including editing then studio production with separate tracks for producer and technician. (see chart B.) The training classes continue to get a majority of participants who judge the content as satisfactory or better. Participants judge the trainers as effective and most typically express a desire to gain more hands-on experience. There is little data on those who have not completed or did not enter training but were interested. One could easily conclude that the duration and expense presents barriers to lower income residents and those with limited time to invest. This aspect was raised as part of the findings in prior studies of MCT which recommended implementation of shorter courses at no or lower cost. Modifications to the training program were identified as the second most important priority for MCT to address during the member session. In discussion with staff, the training program was identified as a significant asset. MCT should create more options for training that matches the interest of the respective client groups. A multi-modular approach should enable options shortening the training duration for those who want to fast track.

MCT performs basic outreach in the forms of word of mouth, advertising for classes, announcements on the video bulletin board and mailings via select lists such as non-profit organizations. Enrollments in classes are down sufficiently to cause some cancellations recently. Overall awareness appears to continue to be low although a comprehensive

viewer or community survey has not been completed recently. With the exception of a targeted approach to non-profit organizations, there are no systematic approaches toward outreach or promotion. The need for increased public awareness was identified as an area needing improvement in previous studies, sessions with members and staff. MCT must become marketing savvy using every possible resource including print video and web to send consistent messages about its mission and services.

MCT's business development was carried out primarily by the former Marketing Department. The activities are perceived by staff to have been crippled by the County's adoption of regulations and contractual restrictions on commercial type activity including commercial production and ad sales. The primary source of revenue is the production services contract with the County for government access. The County has consistently been looking to increase the quality of services of this contract. The staffing model relied heavily upon part-time technical staff with near entry level wages for the industry and the hope of enough hours to keep staff from taking work elsewhere. This worked with the older business model where there was sufficient funding for a daily news program. Current staffing levels are below the critical mass necessary to sustain the current business model and with no new sources of revenue, thus the model is collapsing. This is resulting in diminishing returns of increased turn-over, lower productivity, lower quality of product, lower morale and little capacity to bring in new opportunities to turn the current cycle. MCT's professional equipment base and staffing was identified as a significant strength with potential to increase revenues by increasing production services. MCT has very limited investment or success in other areas of revenue generation, particularly grants and fund raising. There is no position focused on development or fund raising. The Training Director has pursued and secured outside funding for specific projects resulting in the greatest level to date. MCT must refocus its business development and fund raising efforts by realigning and coordinating efforts. Ultimately there must be an increase in diversified revenues beyond the Master Contract to sustain the desired staffing levels and to explore new initiatives. The organization will likely face another contraction due to the loss of production services revenues if nothing is changed.

MCT's greatest asset is its staff. There is consistent positive feedback about staff's commitment to the mission and level of customer service. However there have been some complaints with respect to responsiveness and accuracy. MCT's organizational structure is specialized by function. (see chart C.) While this provides some simplicity in management and supervision, the current structure results in functional isolation. Clients or members must navigate across various departments to receive comprehensive services. There is no one department responsible for client or member services. Prior reports have discussed the potential for issues related to various organizational units acting on divergent tasks. The departmental isolation was stated by staff as a significant weakness. Staffing structures need to be realigned to create a primary continuous point of contact for the client/member. There needs to be a greater focus on human resource management. The organizational structure should be designed to obtain maximum synergy among all of MCT's services.

External Forces

MCT is particularly vulnerable from external forces. The public policy that enables public access is under constant threat of court challenges, cable operator resistance, and shifts in telecommunications policy. Current speculation projects that the current telecommunications act will be rewritten within the next four years to address the converging technologies and corporate interests. These combined issues were identified by staff as the greatest threat to the organization. MCT must pay attention and support local and national efforts to strengthen public interest provisions of new laws and regulations. The Alliance for Community Media, the National Association Telecommunications Officer and Advisors, the Alliance for Communications Democracy, the Center for Digital Democracy and others are engaged in these issues and MCT should play a vital supporting role.

MCT is fortunate to have a county government that remains committed to the ideals of public access and invests resources that place it among the top five for funding in the country. While the economic environment is more positive than three years ago, MCT's mission can easily go to the bottom of the funding priorities when measured up against health and safety or governmental information systems. Maintaining positive and constructive engaging relationships with key decision makers and their constituents is critical to MCT's future. More attention will be paid to quality of life issues, in particular, homeland security and preparedness. MCT must align programmatic outcomes with the county's effort to solve critical social issues.

Corporate consolidation will likely continue as a major trend. The FCC has clearly signaled a shift in its role from regulating in the public interest to enabling competition in a free market model that stimulates commerce. This will threaten local franchising authority as other market entrants such as Verizon's fiber to the home project begin to deliver services that compete with cable. New entrants will seek the least regulated regime and cable will argue to remove regulations to establish a level playing field and therefore the most competitive marketplace. Available capitalization for such large scale projects will move toward larger and larger companies increasing the potential for acquisitions and mergers on the same scale as AOL/Time Warner and Comcast's recent bid of Disney. This shift reveals a significant opportunity to press for policies supporting localism. MCT should be positioned as aligned with and to take advantage of the opportunities to advance localism.

Digital capacity including transmission and equipment will become more widespread, with more features per dollar and more accessible to the average consumer. Convergence of computers, television, radio, entertainment mediums and the Internet will accelerate. The cable systems will likely complete conversion from analog to digital by 2008. Broadcast digital technology will dominate the consumer market as broadcasters and equipment manufacturers move to meet the 2006 deadline for conversion. High Definition (HD) will likely drive the consumer market by 2010. All of these factors will drive the consumer market, fueling purchasing and innovative new features to attract market share. Consumer equipment will increase in sophistication enabling simpler content management, editing and storage. With the increase in bandwidth to the home video streaming or webcasting will become a significant market influence. Tivo set top

boxes can now be setup to download movies from the Internet. The average user will have all these tools but still not make any better use of them for lack of training. MCT should explore these new technologies and how they can be used as an asset to increase the amount of local programming. This should include training opportunities for the home video hobbyist.

Community based organizations will be looking to increase their opportunities to communicate their message. As the number of programming sources increases, organizations will be looking to target their message more effectively. MCT should position itself as being able to deliver the local niche market. A significant portion of success relies upon the distribution medium and cable is limited currently to almost 230,000 homes with only modest growth. MCT should explore new methods of distribution. The Internet, and DVD are the most immediate priorities while monitoring evolving technologies such as peer networking, wireless and low power.

Strategies and Initiatives

MCT proposes to build upon current success while restructuring some of the existing services and developing new initiatives. It is helpful to summarize MCT's services into categories and then link them to specific initiatives.

Outreach/Education

MCT will develop programs that reach into diverse sectors of Montgomery County to educate on the importance of and participation in public interest community media.

Initiatives

- **Community Media Awareness Campaign**

This information campaign would focus on the benefits of public access promoting MCT, its service and ways for residents to get involved. It would include print, video and web materials as well as the development of a speakers bureau.

Potential partners: PEG Network, Alliance for Community Media, neighboring access centers

- **Public Interest Campaign**

This information campaign would focus on the public policies that enable PEG access. It would include video and web materials.

Potential partners: PEG Network, Alliance for Community Media, Alliance for Communications Democracy, Center for Digital Democracy

- **Non-Profit Collaborative**

This initiative would convene non-profit organizations to develop specific strategies for MCT to provide technology transfer and increase organizational capacity.

Potential partners: Maryland Association of Non-Profit Organizations, Montgomery County Volunteer Center, AmeriCorp

Training

MCT will implement modular multi-track, client-centered training programs that impart media literacy, electronic media content creation, development and distribution.

Initiatives

- **Video Basic**

New paths through training will provide more options including less time in class and removing the field certification prerequisite for studio training.

Training topics would include those who have their own home video equipment.

Potential partners: CPCUG, Montgomery College, Gilchrist Center for Diversity, Imagination Stage

- **Video Intensive**

Our existing training program will be refocused toward individuals who want an intensive training experience. This would appeal to the intense hobbyist or those leaning toward a career in a related field.

Potential partners: Montgomery College, Montgomery Works

- **Multi-media**

New workshops would be developed to appeal to those on the digital content development track. This would include workshops on popular software packages for graphics, editing, composition, web design, DVD authoring, etc.

Potential partners: CPCUG, Montgomery College, Gilchrist Center for Diversity, Imagination Stage

Production Facilitation

MCT will provide graduated support in the production of community media dependent upon the client's skill, availability and aptitude. Production facilitation is defined as production effort where less than 50% of the crew is volunteer.

Initiatives

- **Speak Out Montgomery**

This would be a new production service that would provide a low barrier, low tech studio environment to allow clients to simply record a video production.

Once prototyped it could be replicated in satellite sites.

- **Community Focus**

This would be a new facilitated magazine format intended to provide consistent programming with a regional perspective. This would appeal particularly to newly trained field users allowing them to improve skills while working in a mentored structure.

Potential partners: Gilchrist Center for Cultural Diversity, civic groups and associations

- **Montgomery SportsNet**

This new format would focus on stimulating and coordinating sports coverage from around the County. It would be highly coordinated by staff working with coaches, community leagues, parents and students to shoot and report. It would be linked to a new web presence.

Potential partners: MCPS, Booster clubs, media instructors, sport venues (e.g. soccer complex), Montgomery College, Gazette, broadcast channels

- **First Person**

This new format would develop a specific training program and production format to collect oral histories from County residents.

Potential partners: Arts and Humanities Council, historical societies, Legacy Project, Alpha Phi Alpha fraternity, Veteran's Administration, Gilchrist Center for Cultural Diversity

Production Services

MCT will provide customized levels of enhanced support in the production of community media. Production Services is defined as production effort where less more than 50% of the crew is paid staff.

Initiatives

- **Government Access Services**

MCT will continue to provide government access services. MCT will develop a business plan to expand services to other departments looking for communications services that are not typically included in CCM's program formats.

- **501 (c)reative services**

MCT will develop a business plan to market to non-profits and other community based organizations that are seeking production services.

- **Community Issues Forums**

This will be a new a new format intended to address community issues. It will include town hall meetings, study circles, future search conferencing and panel discussions

Potential partners: Leadership Montgomery, Impact Silver Spring, Committee for Montgomery, League of Women Voters, NCCJ

- **Candidates' Forum**

This will build upon our existing format inviting candidates by expanding the service to elections in municipalities.

Potential partners: League of Women Voters

Distribution

MCT will provide distribution of community media via all cable services in Montgomery County and the Internet.

Initiatives

- **Cable Channels 19 and 21**

MCT will explore reformatting of the channels both for market positioning and to adopt programming scheduling content blocks. This will include new channel identities.

- **accessmontgomery.net**

MCT will expand the website to create new content areas that mirror content development on the cable channels. This will provide differentiation from our

corporate website by providing content developed by the community and serve as a community web portal. It will include both audio and video streaming version of the channels as well as promotional clips of current programs.

New Technology

MCT will partner in the development of community databases.

Initiatives

- **www.accessmontgomery.net/eventnet**
This web based service will expand and complement the video bulletin board by providing a comprehensive community calendar. It will also serve as an on-line focal point for organizing community events.
Potential partners: Arts and Humanities Council
- **www.accessmontgomery.net/sportnet**
This web based service will expand, complement and support the sports video program.
Potential partners: (see Sportsnet above)
- **www.accessmontgomery.net/volunteernet**
This web based service will be a partnership with the Montgomery County Volunteer Center designed to increase volunteerism in the County. It will enhance their existing web site by linking content to MCT's video bulletin board. It will also serve as an on-line focal point for non-profits and community service organizations who want to organize and improve their volunteer efforts.
Potential partners: Montgomery County Volunteer Center, Points of Light Foundation, United Way, MD Association of NPOs