

NOTES
December 16, 2008

Strategic Planning Committee
Community Television of Santa Cruz County

Present: Kathy D'Angelo, Kwai Lam, John Patterson, Trink Praxel, Mark Halfmoon, Joyce Anderson, Ron Holman (Observer), Diane Brown (Facilitator)

REPORT ON YOUTH INTERVIEWS

- They will spend money on DSL before cable; are focused on the Web and YouTube
- Their main complaint is how to find us on TV
- They are interested in getting their interests covered but not in learning production; not interested in most of the adult coverage we offer
- More interviews to be reported on next meeting

REPORT ON UCSC AND CABRILLO INTERVIEWS will be sent out via email

RECOMMENDATIONS OF KEY STRATEGIES TO BETTER SERVE GOVERNMENT will be drafted by Trink and Tess and emailed out

RECOMMENDATIONS TO KEEP AND INCREASE OUR AUDIENCE

Make CTV indispensable to the community

- **Address the needs of government**
 - Weekly government commentary
- **Address the needs of education**
 - Every classroom has cable, therefore educational programming on demand is the best option because it is too hard to schedule it to meet the needs of so many individual teachers when it is broadcast
- **Address the needs of the public**
 - People want:
 - To see themselves and their familiar community (beyond news)
 - Local news
 - Current issues
 - Well-moderated discussion with knowledgeable guests
 - Consistent, quality content and technical production
 - "Smart TV"
 - **Make it easier for people to find us and find the programs they want to see**
 - Make the listing schedule more complete
 - Make the listing schedule searchable
 - Email the schedule to people
 - Block programming, i.e. Denver

- Pre-schedule air during taping and/or email notification
 - Create a rotating coverage calendar of events
 - Clearly identify what's P/G/E; add a P/G/or E "bug" onscreen
 - Make it easy to migrate from one channel to another
 - Make is accessible on demand via low-fi Internet and Comcast; archive everything on the Internet
- **We must shift from our original focus on serving people who want to produce programs to viewers**
- **Make it a priority to explore the feasibility of providing local news**
 - This is a popular request of viewers, and could be a unique niche for CTV
 - Look at the finances, research different models used by other CTVs
 - Consider partnerships, i.e. Good Times, radio

Raise our visibility and brand CTVSCC

- **Develop our brand through consistent messaging and promotion**
 - Via our 3 channels. Education and government are strong; focus on strengthening the branding of the public channel
 - Our brand: "CTV is Local TV"
 - By tabling at community events
- **Should we separate the 3 channels or brand CTV as a mix of the 3?**
 - Combine government and education (community affairs, public affairs, community programming); promote as having curated standards
 - This is our strength; use it as an anchor to cross-promote other programs and channels
 - Expand service by taping all Tuesday government meetings and replay or provide on demand access 24/7
 - Keep public access separate, brand as non-curated "Free Speech" channel
 - Promote clear expectation of free speech content
 - Promote content submission by the public, whether they use CTV facilities or not
- Send these ideas to a special Marketing Taskforce with internal and external experts to detail specific promotional tactics

RECOMMENDATION: Set up taskforces to further explore and develop specific proposals

- Technology
- Web
- Marketing
- New programming, i.e. local news

RECOMMENDATIONS ON FINANCES

- **Forecast:**
 - PEG income will decrease by 30% in 2014 when the state franchise agreement kicks in

- Our local franchise negotiations between the City of Santa Cruz / County of Santa Cruz and Comcast will start either in 2009 or 2010.
 - The City and County are in fiscal crisis and could try to drop our services
 - Operating expense funding likely will be stable 2009-2011
 - There will be no new money for capital expenditures (equipment)
- **Recommended 3-5 Year strategies to cope with this forecast**
 - 1. Develop a critical mass of advocates**
 - a. Gather support from a large number of cable subscribers who can exert pressure on the City and County politicians
 - b. Develop a political base; get many people to sign a pledge supporting continuing funding for CTVSCC
 - c. Develop a membership campaign with a low-entry threshold
 - d. Redefine and expand membership and build a long term relationship with the community
 - i. Cable subscribers
 - ii. Schools and nonprofits who can mobilize their constituencies and demonstrate the multiplied / cascading impact of CTV
 - iii. Producers
 - iv. Workshop students
 - v. Internet viewers
 - vi. Non-members who believe in free speech
 - e. Broaden community representation on committees and taskforces
 - i. Recruit key community leaders
 - 2. Make CTVSCC indispensable to our key government and education stakeholders who will negotiate on our behalf**
 - 3. Create a Fund Development Plan to expand community-based fundraising**
 - a. Consider mission-related fee-for-service possibilities that play to our strengths, i.e. partnering with City Halls to rent 3 camera setups
 - i. Increase fees
 - ii. Add income-generating services
 - b. Evaluate the membership program and consider adding benefits or promoting the value of our new initiatives
 - c. Consider developing an underwriting program
 - d. Investigate grant opportunities for programs
 - i. Partner with nonprofits and schools with a track record
 - ii. Partner with museums and the City to put their resources on the air
 - e. Discuss fundraising expectations of Board members during the Board training
 - f. Initiate fundraising campaigns for specific projects
 - 4. Summary of financial strategies**

- a. Meet our contract obligations (90% of our budget) with income from our contracts
- b. Fund discretionary spending (10% of our budget)
 - i. Design the budget to support the Strategic Plan goals and priorities
 - ii. Expand income from community-based fundraising
 - iii. Look for cost-savings
 1. Re-prioritize staff, volunteer, and financial resources
 2. Explore new ways to get things done, i.e. hybrid staff/volunteer productions

<p>NEXT MEETING: JANUARY 8TH 3:30-8 PM</p>

- Report on youth interviews
- Discuss UCSC and Cabrillo interviews sent out via email
- Discuss recommendations of key strategies to better serve government sent out by email
- Discuss how we can we increase community access
- Review recommendations for the Board study session
- Review draft Board meeting agenda and choose presentation assignments
- Schedule early February Strategic Planning Committee meeting

FUTURE MEETINGS

Feb 4 4-6:30 pm Study Session with the Board

- Review strategic planning progress to date
- Summarize trends analysis, surveys, and interviews; competitive environment; what is our unique niche
- Discuss recommended mission, values, who we will focus on serving, where, and how; goals and key strategies
- Prioritize goals and strategies

Early February Strategic Planning Committee meeting

- Review feedback from the Board study session
- Revise goals and strategies
- Assign development of Action Plans + budgets for each goal by board and staff

Mid-late February

- Board approval of strategic goals

March 28 Board retreat and 1 ½ hr Board orientation/training

April 16 Board approves Strategic Plan

- Action Plans completed and reviewed by Board
- 1 hr Strategic Thinking training for the Board by Michaela Hayes
- Decision how to monitor and update the Strategic Plan
- 2009-10 budget approved by Board