

CCTV Board Notes

The Results We Seek

8/10/2021

Background:

- Staff Leadership does work with operational ["What it takes to Work" Results](#) for the next year as we develop the FY budgets. We have indicated areas of overlap with Results We Seek. At the same time:
- Our review of this document yielded some larger questions for the Board to consider within the 3-5 year horizon of this plan.
- We offer these for you to discuss. Those will influence how we fill out the Results "grid" for the year(s) ahead:
 - **New Project Ideas** (do these fit with strategic direction of being a community media center) ([Hyperlocal News](#) + [April 8 Proposal](#))
 - **Development Capacity** (what is necessary to offset cable revenue decline, leverage new projects, build legislative and community support)
 - **Relationship with Town Meeting Trustees** (merger/ no merger discussion)
 - [5 Year Financial Picture Discussion \(for next week as prelude to FY22 Budget\)](#)

Notes:

- **General Discussion:**
 - *Results We Seek* work reflects long term visioning
 - *Results 2022* document reflects our operational capacity and shorter-term actions to align with that vision.
- **New Project Ideas**
 - Ultimate decision following discussion:
 - Support for building out a pilot for the Hyperlocal News/Hub project
 - Support for building development capacity
 - Increase legislative funding to close the gap
 - Increase philanthropy 10% a year
 - Increase CCTV productions by 10% a year (more if we had capacity)
 - All RFPs past and present and other models we have awareness about should be compiled to understand the language being used and the opportunities being presented
 - Build out CCTV productions business plan
 - Discussion:
 - **Channel 17 relationship to CCTV**
 - Do we make Channel 17 our primary work, and other work is to drive that mission/goals? Or is Channel 17 one project of CCTV?
 - CCTV is a broader public good, has flexibility and can be nimble to respond to community media opportunities and needs.
 - If we focus mostly on the operation of the channel and doing that work to manage it efficiently, it narrows our work and limits opportunities.
 - We need more life and energy within the organization to fulfill the potential - a board for Channel 17 specifically?
 - Hard to envision a future in which we walk away from the Channel 17 contract -- there is such a deep symbiosis there.
 - Opening the doors of democracy requires a lot more than recording.
 - Rather than raising money to just support the Channel, **leverage other partners to bring in additional money to partner with other media organizations in service of the CCTV contract and the larger mission.**

- The Channel is integral, but funding/supporting it exclusively is not necessarily going to uplift/grow/evolve the rest of the organization.
- **Hyperlocal News project idea relative to CCTV - Channel 17**
 - About 80% of what CCTV-Channel 17 does is “gavel to gavel” coverage
 - We are using our capacity to manage all of this work; in some ways we are over capacity relative to our funding
 - We are expanding our capabilities in that work and able to find additional capacity
 - It requires capacity to write and pursue grants and to develop and sustain partnerships
 - Relative to funding, we are actually subsidizing the channel, preventing us from being innovative and developing new projects
 - How can we leverage the assets we do have to raise revenue?
- In leveraging Channel 17 through something like the Hyperlocal News project, we have Channel 17 content *and* the vehicle
 - News collaborations are happening across the country - it's what's being funded
- **Hyperlocal News Project/Hub model**
 - CCTV is the hub/convener - a collaborative model
 - Using our capacity as a public meeting space
 - Products/what gets created: Like a long form, multimedia documentary project (print, audio, media) that multiple projects leverage
 - There is a gap in hyperlocal media production and use now. Taking on this space could preserve grassroots, intentionally diverse voices of our community.
 - VPR and PBS merger are partially creating this gap
 - That really already is the role of CCTV/Center for Media and Democracy.
 - Can also collect impact of these stories and this work - adding more to the archive over time.
 - Leverages our asset to fit a market need.
 - We could become part of the planning process for community/collective impact work and community collaborations to focus on critical issues
 - Using media as an organizing tool to keep people informed on what's happening and giving legs to the future of what they do
 - **Media education** is tied into this - because other partners are able to leverage our work, for instance:
 - Commitment from media partners (storytellers, journalistic, etc.) to participate over the course of the year to leverage CCTV-CMD to tell critical stories and engage relevant content (e.g., policing).
 - Partners leverage existing content, archives, etc. to build out projects
 - Create access to other media partners through a “hub” status in our media education work
 - Leverage additional
 - **Concern/Responses:**
 - Do people feel passionate about this?
 - Do we have evidence about what people are looking for?

- We won't know until we host convenings with other media partners to ask what's bubbling.
 - We need to build partnership with other media to better understand this, and invite them in to talk about it.
 - Having a partnership model will be a way to invite people in
 - For instance, a year-long examination on a topic that the community could choose.
 - Do we have the capacity to do this?
- **Development Capacity**
 - Want to move from a marketing plan to a development plan to garner more resources
 - Proposal to bring in about \$5k of advice to help build out this plan
 - Either decide to bring in a person as staff or contract with someone to implement that plan and bring in additional funds
 - **What if we were a CCTV/Town Meeting TV entity with a staff of 20 people doing this work?**
 - Really claiming the opportunity and market need
 - "For the work we do, the future is friendly" - our mission is to build democracy through media
 - With cable declining, it is not the end of our mission, but opportunity to reconsider our strategies
 - **CCTV Productions - Revenue stream**
 - Documentary-style work, specialized content we sell as a service
 - E.g., Williston Fire Department
 - Reach out to nonprofit service providers in the area so that they know who we are and what we do.
 - Could we get 20 \$7500 projects in a year?
 - Start with an analysis and making a list of nonprofits who are interested in our services
 - Building out our relationships
 - **Hybrid meetings**
 - There is a real need for this now
- **Relationship with Town Meeting Trustees**

7/27/21

Note:

Shift in the Business Model - For further discussion

To Continue to be Relevant

What do we deliver?

How much do we charge?

Where are the opportunities?

What impact on the Contract with Trustees

Do we restructure how service is delivered?

Is there a rethinking here?