

# Executive Summary of Draft Access Tucson Strategic Plan 2008

## Executive Summary

Access Tucson has long provided local residents with access to the technological tools and knowledge of how to use those tools to further public discourse and provide an essential forum for free speech. Established as part of the cable franchising process, Access Tucson serves as “a community resource facilitating public dialogue and participatory democracy through citizen access to television and other electronic media.” While initial funding for Access Tucson was directly linked to cable revenues, current funding is now channeled through the City of Tucson’s Outside Agency process.

Changes in the social, political, and economic landscape as well as the rapid development of alternative electronic media outlets such as You Tube, Google video, and videoblog sites along with the increased availability of sophisticated technologies (e.g. digital camcorders, open-source software) for personal use, require a rethinking of Access Tucson’s role in enhancing community dialogue.

While mainstream media continues towards consolidation and the loss of diverse voices, the national trend for public access media is towards Media 2.0 – an integrated and multi-faceted hub that facilitates information streams in and out of an increasingly diverse “neighborhood.”

Access Tucson, as nationally recognized leader for its forward thinking approach to public access and community media, has embarked on a strategic planning process to position the organization for the next 5-10 years. In July 2007 a strategic planning committee was established that was made up of representatives from board, staff, and Access Tucson members. An RFP was developed to hire a facilitator to lead the planning process with a projected end date of mid-2008. Following an analysis of data gathered at community forums and audience surveys, a first retreat was held. The major themes of the retreat were crafted into three strategic initiatives. Through the work of sub-committees, a set of goals and initiatives were developed for each initiative. At the second retreat, held on February 23<sup>rd</sup>, all work to-date was reviewed and refined. For each of the goals, retreat participants developed a set of short, mid-range, and long term tasks. This information is now being reviewed by the strategic planning committee with the intention of having a draft document for public comment at three forums to be held in April and May.

This document represents a work in progress and is not yet ready for public distribution as it is likely to be altered following the committee’s review. It does,

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however, represent a consensus of the broad interests of the board, staff, and member participants in the process to-date.

Respectfully submitted,

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## Strategic Initiatives

In re-affirming Access Tucson's mission and vision of a community that is enlivened and enriched by active dialogue among all members of our communities, the strategic plan outlines three primary initiatives in accordance with the mission:

### 1. Strategic Initiative:

**Access Tucson will enhance its function as an essential convener and connector, reflecting the full expression of our diverse local communities' arts, cultures, values, and beliefs.**

Access Tucson will be utilized by all sectors of the community as a place--both virtual and real-- where community members can engage in dialogue and discourse about issues that are of local concern as well as those that intersect with state, regional, national and international concern. Through Access Tucson's facilities and equipment and through strategic alliances and partnerships, members will be able to engage the larger community in these conversations.

The facility, and staff and volunteer interactions, will convey openness and friendliness in welcoming all visitors and members.

Access Tucson will:

- Use targeted outreach and recruitment to increase participation by underrepresented communities within our geographic area;
- Offer a broad range of training opportunities that strengthen the capacity of individuals and organizations to effectively reach their audience;
- Use a variety of electronic media (such as pod-casting, video-streaming and other online tools) to deliver content that engages audiences and fosters interactivity;
- Actively generate and encourage programming that reflects the diversity of the community, to educate, enlighten, and/or entertain; and
- Continue to partner with other organizations to collaborate on programming, content, training and discourse in order to best serve the total community.

### 1.1 Goal:

Access Tucson will facilitate local expression and discourse through a variety of modes.

## Indicators of Success

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- Creation of the real and virtual spaces
- Evidence that people—producers and participants—are using the real and virtual spaces, and online tools.

### Objectives:

- 1.1.1 Evaluate and re-design space of existing facility to facilitate gatherings.
- 1.1.2 Host town halls, forums, synchronous and asynchronous discussions on topics of local interest.
- 1.1.3 Ensure that all programming includes strategies that actively engage the audience/participants.
- 1.1.4 Provide technologies necessary for virtual space (web hosting, remote site link up)

### 1.2 Goal:

The Access Tucson Governance structure will be reflective of broader community.

### Indicators of Success

- Board membership is diverse, reflective of communities served by Access Tucson.

### Objectives:

- 1.2.1 Review and evaluate board membership policies to ensure promotion of diverse representation.
- 1.2.2 Do target recruitment of board members.
- 1.2.3 Develop alliances and partnerships.

### 1.3. Goal:

Programming will represent the diversity of community in terms of topics, who's on screen, and who produces the programming.

### Indicators of Success

- Audit of programming shows diversity of programming in priority categories
- Demographics of producers reflects diversity of Pima county
- Audience survey indicates topics are of relevance

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### Objectives:

- 1.3.1 Do targeted outreach to member/producers (youth, seniors, Hispanics, Native Americans, GLBT, immigrant/refugee communities, non-English speaking communities, hearing-impaired).
- 1.3.2 Do targeted pre-produced programs by underrepresented communities.
- 1.3.3 Develop strategies for documenting member demographics.
- 1.3.4 Develop protocols for Access Tucson generated programming (including use of van) that compliments member-driven content to ensure diversity of programming.
- 1.3.5 Develop alliances and partnerships (e.g. TED, Pima County Health Dept., Library, non-profit organizations) to expand programming content.
- 1.3.6 Develop policies regarding allocation of individually-driven and local non-profit-driven programming.
- 1.3.7 Develop policies for non-local programming that is relevant and of interest to local communities.
- 1.3.8 Provide training on range of topics including increased use of on-line discussion format; use of alternative distribution mediums; and short form programming.
- 1.3.9 Organize programming by categories for block programming and key word indexing of VOD.
- 1.3.10 Develop policies for distribution channels that include consideration of the following:
  - Channel capacity and limitations
  - Audience appeal
  - Strategic initiatives
  - Production value
  - Legal standards for content

### 1.4. Goal:

Audience for programming will reflect the diversity of community.

### Indicators of Success

- The audience for Access Tucson programming reflects the diversity of our geographic region

### Objectives:

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- 1.4.1 Capture information about Access Tucson audiences.
- 1.4.2 Expand media/channels for delivering content to reach new audiences.
- 1.4.3 Expand audience through partnerships and alliances.
- 1.4.4 Develop strategies for capturing data about who contributes programming.
- 1.4.5 Increase use of on-line forums and on-line newsletters.
- 1.4.6 Explore video on demand options and on-line library of programming

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### 2. Strategic Initiative:

**Access Tucson will ensure maximum access to technologies that support free speech, creative expression and participatory democracy within our regional area**

Access Tucson provides an essential service to the community by providing the tools for diverse voices to be heard. Membership is broadly based and open to all within a defined regional area. Training, equipment and use of the facilities are based on a set of standard procedures that are non-discriminatory. Access to distribution channels and pipelines is available to all. Programming distribution criteria are clear and ensure that all voices are heard. Access Tucson provides training on the use of technologies; distribution strategies; as well as how to refine content and strengthen message. Access Tucson is committed to providing up-to-date resources, training, and knowledgeable staff and volunteers. Access Tucson encourages mentorships and partnerships that promote skill development and improved production value of programming.

#### 2.1 Goal:

Develop the production skills of individuals and organizations to effectively use available technologies.

#### Indicators of Success

- A broad base of training is offered.
- Skill of producers increases in a number of areas
- Producers participate in advanced trainings

#### Objectives:

- 2.1.1 Assess current training content and needed content (e.g. advanced digital field production; use of newer technologies; HD; Web 2.0; vlogging; blogging, audience development).
- 2.1.2 Develop content focused training (including story telling; short format; interviewing techniques; use of post production reviews)
- 2.1.3 Develop content and skill expertise among staff for new training topics.
- 2.1.4 Assess current schedule and medium for trainings (including remote locations).
- 2.1.5 Develop alternative training formats (on demand, self-guided, mentorships, producer/volunteer forums, on-line tutorials, taped for broadcast).
- 2.1.6 Provide targeted training to organizations to enhance their capacity to effectively communicate using electronic media.

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2.1.7 Develop internship opportunities (UA, Pima, high school media projects, KIDCO, ArtWorks Academy, Treo)

2.1.8 Develop partnerships that recognize/accredit training (e.g. GED, IATSE union training)

### **2.2 Goal:**

Enhance community communication capacity to effectively share ideas using electronic media.

#### **Indicators of Success**

- Training is accessed
- Increased use of available communication tools

#### **Objectives:**

2.2.1 Promote training opportunities.

2.2.2 Develop strategic alliances and partnerships.

2.2.3 Capture information about how current training is being used including questions such as:

- What is the connection between training and program production/distribution?
- What happens to people who complete training, but never produce programming?

### **2.3 Goal:**

Distribute programming in a manner and through channels that maximizes free speech and participatory democracy.

#### **Indicators of Success**

- Programming is produced and distributed through a combination of available media, including the internet (AT web site) podcasts, vlogging, blogs, etc.

#### **Objectives:**

2.3.1 Review production pathways and resource allocation to ensure equitable access (e.g. production assistance to less sophisticated users; fast-tracking for more sophisticated producers; project oriented “calls for work”).

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- 2.3.2 Expand distribution pipelines to include cable, internet, mobile devices, and other electronic media.
- 2.3.3 Position Access Tucson as the distribution point for local programming.
- 2.3.4 Review distribution policies keeping in mind:
  - Capacity for distribution through various pipelines
  - Local vs non-local origination of programming
  - Mission congruent content
  - Technological requirements
  - Archival requirements
  - Balance of lottery and curated system

### **2.4 Goal:**

Increase size and diversity of audiences who watch Access Tucson programming.

### **Indicators of Success**

- Distribution pipelines reach a significant audience.

### **Objectives:**

- 2.4.1 Capture information regarding Access Tucson's audiences.
- 2.4.2 Uses of block programming to enhance audience reach.
- 2.4.3 Program a producer page on sites such as You Tube, Video Google and Face Book.
- 2.4.4 Offer training on accessing alternative distribution channels.
- 2.4.5 Offer training on audience development.
- 2.4.6 Promote localism by posting programming through Access Tucson web site.

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### 3. Strategic Initiative:

**Access Tucson is a sustainable organization (facilities, equipment and technologies, staff and volunteers, community image, and financial resources)**

Central to the success of the other initiatives is the financial viability of Access Tucson. Through expanded revenue sources and strategic alliances and partnerships, Access Tucson provides the facilities, equipment, and staff needed to carry out its mission. Access Tucson is recognized as an essential organization that both reflects the community back to itself and promotes community building through active dialogue about issues of importance to diverse local communities. Access Tucson has established policies and procedures that guide access and use of technologies, distribution of content, and development of programming that further the mission of the organization.

#### 3.1 Goal:

Access Tucson board of directors will have the structure and capacity to help build and maintain a sustainable organization.

#### Indicators of Success

- *To be developed*

#### Objectives:

- 3.1.1 Recruit board members with appropriate skill sets and representative of community diversity congruent with the strategic plan
- 3.1.2 Evaluate and revise Board and committee structure to support strategic plan

#### 3.2 Goal:

Access Tucson will have the physical, financial, and human infrastructure and resources to expand and sustain its services and ensure its future.

#### Indicators of Success

- *To be developed*

#### Objectives:

- 3.2.1 Develop Adequate Financial Resources
  - 3.2.1.1 Expand revenue sources
  - 3.2.1.2 Evaluate possibility of tiered membership with tiered benefits
  - 3.2.1.3 Energize People for Access Tucson

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### 3.2.2 Develop Necessary Human Resources

3.2.2.1 Develop and implement 5-year staffing plan

3.2.2.2 Fund staffing for new and expanded services as defined in strategic plan

3.2.2.3 Develop and implement a plan for recruitment, training and retention to increase capacity for volunteer involvement throughout Access Tucson

### 3.2.3 Develop Necessary Physical Resources

3.2.3.1 Develop a plan for quality facilities.

3.2.3.2 Create and implement a 5-year capital improvement plan.

### 3.2.4 Develop Necessary Technological Resources

3.2.4.1 Develop a plan for new and replacement technology.

3.2.4.2 Create and implement a 5-year capital improvement plan.

### **3.3 Goal:**

Develop and implement a 3-year communications/marketing plan with benchmarks for progress towards improving capacity in communications/marketing.

### **Indicators of Success**

- *To be developed*

### **Objectives:**

3.3.1 Develop recognition of Access Tucson's value to community

3.3.1.1 Programming is reflective of diverse communities

3.3.1.2 Diverse communities are engaged in discourse on local issues

3.3.1.3 Distribution policies of programming across pipelines showcases quality programming and provides for branding of Access Tucson's products and services.

3.3.1.4 Audience for Access Tucson programming is active in supporting Access Tucson initiatives.