

2018 - 2020

STRATEGIC FRAMEWORK



community
**media
center**

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INTRODUCTION

The Community Media Center Board of Directors, facilitated by Maryland Nonprofits, engaged in strategic planning to layout a new blueprint for the vision and mission of the organization. Based on data from surveys and interviews with partners, key stakeholders, staff, patrons, volunteers, business and community leaders, the Board adopted this strategic framework and planning process. This document advances our driving principles and direction for a vibrant and sustainable future. This framework serves as the foundation for an ongoing developmental process. It will drive strategies into an operational plan that includes projects, programs and services with measurable results, and will be continuously refined.

VISION

Carroll County residents access, engage and create digital content while increasing understanding of their community and expand their civic participation.

MISSION

The mission of Community Media Center is to provide Carroll County residents and organizations with services, tools, training and access to innovative digital technologies that engage, inform and connect them to their community.

PURPOSE

- To establish, maintain, and operate one (1) or more media access center (s);
- To ensure that CMC operates in the public interest in accordance with Federal Communications Commission Rules and Regulation in providing Public, Education, and Governmental access telecommunications needs and services for the County and Towns it represents;
- To ensure that CMC serves the community and region with noncommercial content reflecting the activities, concerns and interests of the residents of Carroll County;
- To develop funding resources and administer such funds in order to promote Public, Education and Governmental programming in the public interest;
- To provide individuals and organizations the necessary resources and support to produce programming for the access channel (s), including training, equipment, production facilities and channel time;
- To promote and develop activities, concerns, and interests of the residents of Carroll County in a manner that promotes a free exchange of ideas and information.



VALUES

Treat others the way they want to be treated in pursuit of our mission

STRATEGIC DIRECTION

The Community Media Center has a strong legacy and foundation of providing services to Carroll County. To respond to the evolving digital economy and market disruptions to communications technology, this strategic framework builds upon that legacy and dedicated community support for the mission.

The CMC will reengineer business practices to become more entrepreneurial while focusing on those activities, products and services that increase outcomes, and broaden community impact, while diversifying revenues.

Driven by innovation and trusted stewardship of resources, the CMC will invest in partnerships, collaboration and volunteerism to ensure a compelling and creative future grounded by our community.

STRATEGIC FRAMEWORK

The Board adopted a Strategic Governance Framework to clarify duty, accountabilities and process. Three strategic elements were adopted to improve organizational outcomes and focus programmatic initiatives that drive organizational development,.

Each strategic element is stated as an outcome. Outcomes are defined as an observable change within the internal or external environment. Key evaluative indicators were defined for each outcome statement to guide the development of activities, programs, services or projects

ENGAGE

INNOVATE

IMPACT

ENGAGE

The Community Media Center will engage the community on multiple levels through outreach, content distribution, program production, media training and strategic partnerships. CMC will outreach into diverse sectors of Carroll County leading to a measurable change in reputation, reach and impact. This will be done by communicating the importance of and encouraging the participation in public interest community media and digital content creation that expands the public sphere .

Multi-platform content distribution will facilitate reaching a wider audience with relevant topics in a variety of formats. Implementation of a shared HD channel will increase visibility, and the opportunity for cross sector engagement.

Strategic partnerships with organizations, institutions and area businesses will build awareness and provide exposure to a wide variety of demographics.

The strategic outcome for these elements is to:

Increase community engagement, participation and retention of residents, organizations and businesses from Carroll County who support our mission, create digital media and/or utilize our services.

INNOVATE

CMC will research, experiment, pilot and evaluate the development of innovative digital media projects on traditional and emerging platforms while evaluating emerging work tools .

Initial areas of exploration include; emerging IP delivery platforms, Augmented Reality (AR) and Geolocation Services.

The strategic outcome for these elements is to:

Initiate innovative research and development projects exploring technical integrations, platforms, methods, and tools for the creation and/or dissemination of digital media.

IMPACT

The degree to which the CMC can have an impact is directly tied to organizational performance. Clearly defined policies and procedures along with project management tracking and documentation will provide real-time assessments of impact and areas that require improvement.

The use of new technologies to stream line our processes, broaden our distribution and automate routine tasks will increase capacity. Additional funding through sponsorships, fees, earned revenue projects and program driven fundraising campaigns will help provide additional resources needed to achieve our stated outcomes.

The strategic outcome for these elements is to:

- **Increase organizational capacity to further the outcomes and impact of the CMC.**



OPERATIONAL PLANNING DEVELOPMENT

Operational planning for aligning existing activities and incorporating new initiatives will take an incremental process. This provides a practical method of fulfilling current obligations and commitments, while establishing new expectations for levels of service within existing resources. To increase capacity to take on newly identified initiatives, some existing services will need to be transformed, reduced or eliminated. Planning will facilitate parallel development for incremental improvements, while looking for opportunities that result in more dramatic shifts to increase impact.

An example would be the transformation of the History Project.

To build upon the past success of the History Project, the original steering committee was reconvened to provide input and guidance on how to focus this valued service. The challenge of a reduction in staffing eliminated the History Project staff coordinator position, and required a new approach.

As a result of this initial planning effort, the CMC will continue to collect oral histories of the Carroll County experience while focusing efforts toward more specific themes to increase participation. Leading into Veteran's Day, the CMC recruited volunteers and solicited interested local Vietnam era veterans to participate in a scheduled a day of recordings. These recordings will be presented on Channel 19 and archived on the CMC website.

To build upon the successful premiere of the documentary; Rock of our Ancestors, additional efforts are being invested to refine the initial program. The final outcome will be a product designed to pursue national distribution via film festivals and other distribution outlets, and that could result in potential licensing revenue.

To research and create new possibilities, the CMC is exploring the potential of Augmented Reality as a new platform for the distribution of digital media created within and about Carroll County. The CMC is partnering with the Carroll County Library and MAGIC to develop the demonstration project MainStAR. This partnership leverages the respective strengths and abilities to explore how to bring history to life on Main Street by digitally telling the history of the Westminster Library location. This will prototype on-site, enhanced visual displays via tablets and mobile phones, showing St. Johns Catholic Church, local resident's remembrances, and historic photos, including oral histories recorded for the History Project, that will interpret the history of that location.