



# Strategic Plan

**A c c e s s V i s i o n**

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**July 2007**

Planning Facilitation and Report:

**Dams** | S T R A T E G I C  
& Associates, Inc. | P E R F O R M A N C E  
C O N S U L T I N G

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# Introduction

AccessVision's Board of Directors and Staff undertook a thorough strategic planning process during June 2007. This report is the culmination of this extensive process.

This strategic plan will guide AccessVision over the next five years as we transform into a more technologically savvy, responsive, and collaborative organization. Our commitment to community and our desire to serve that community with the highest level of professionalism will be strengthened by the implementation of this far-reaching plan.

Our staff will use this strategic plan as a road map into the future, guiding our decision making process. The Board will measure the organizations progress towards the established goals of this plan periodically in order to ensure our vision is kept on target.

The Board and Staff of AccessVision have a great deal of enthusiasm for this strategic plan. Its implementation will only ensure the successful future of AccessVision for generations to come.

**Dale Geminder**  
Executive Director

**Scott Durham**  
Board Chair

# Guiding Principles

## Mission

The mission of AccessVision is to empower people to strengthen a sense of community, facilitate civic dialogue, and celebrate local culture by communicating through electronic media.

## Vision

It is our vision that AccessVision will become

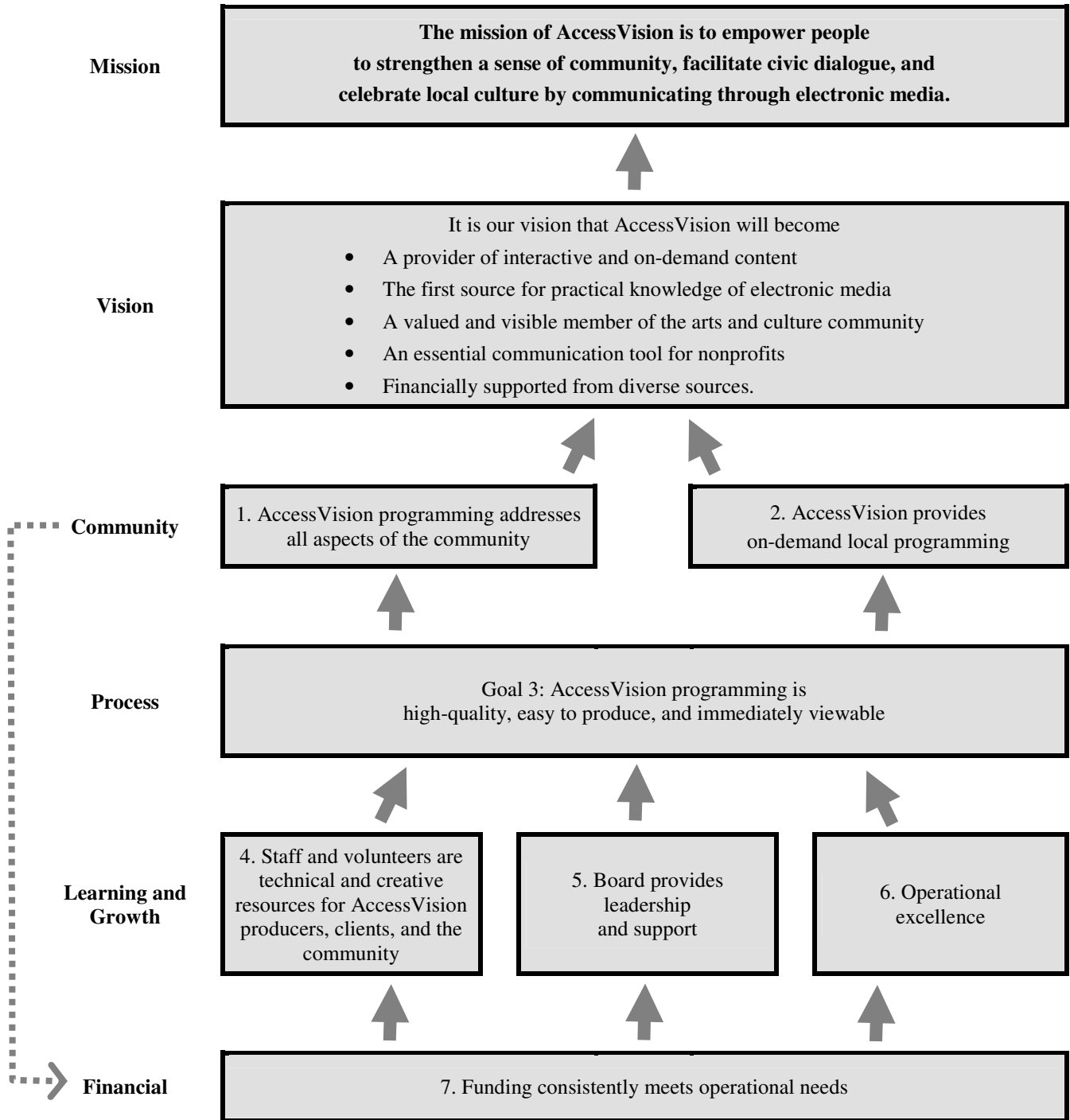
- A provider of interactive and on-demand content
- The first source for practical knowledge of electronic media
- A valued and visible member of the arts and culture community
- An essential communication tool for nonprofits
- Financially supported from diverse sources.

## Values

AccessVision staff and board members are committed to these values:

- Freedom of Speech
- Accessible and Responsive Professionalism
- Collaboration
- Creativity

# Strategy Map





# Goal 1: AccessVision programming addresses all aspects of the community

Performance Indicators	1. Objective o Policy or Action Item	Months				Responsible Target Date	Resources needed
		0-3	3-6	6-12	12+		
Percent shows per category Volunteer retention	1. All producers of all ages feel they are in a creative environment. o Conduct a producer survey to determine how AccessVision can encourage production	●					Stimulating facility (e.g., TV screens in window)
Percent trained volunteers who produce shows Percent of programming requested by client organizations and partners	2. Marketing plan in place for attracting producers and clients representing all aspects of the community. The marketing plan should address these items: o Identify target audience o Recruit young producers o Multi-lingual volunteers and clients o Address benefits to stakeholders (see benefits and community benefits listed in organizational system and logic model diagram, page 18) o Host events to which the public is invited o Commercial for other AccessVision programs o Use City of Battle Creek for awareness marketing o AccessVision will be perceived as a nonprofit organization o AccessVision is a marketing resource for other nonprofits o Low-cost local production option			●			Marketing consultant
	3. Conduct a viewership survey that reflects AccessVision's strategies.		●				

Additional objectives page 6.



## Goal 1 – continued

Performance Indicators	1. Objective o Policy or Action Item	Months				Responsible Target Date	Resources needed
		0-3	3-6	6-12	12+		
	4. Detailed strategies for stakeholder involvement in place o Hold a joint board / staff meeting o Active pursuit of collaborations o KCC class taught at AccessVision o Partnerships o New programming o School systems and booster clubs o Funders view AccessVision as a marketing resource for nonprofits				●	Develop after marketing plan is in place	Potential partners: Arts and Industry Council Other arts and culture organizations Economic developers (Battle Creek Unlimited, Chamber of Commerce, Battle Creek Downtown Partnership) Service Clubs Kellogg Community College, Western Michigan University Amateur sports Library
	5. Programming categories match mission o Conduct review of current programming categories	●	●	●	●	Ongoing	
	6. Increase client-desired productions						



## Goal 2: Access Vision provides on-demand local programming

Performance Indicators	1. Objective o Policy or Action Item	Months				Responsible Target Date	Resources needed
		0-3	3-6	6-12	12+		
Percent of live programming	1. AccessVision utilizes multiple media streams, including mobile				●		Increased Internet bandwidth
Web site traffic	2. Video archive in place				●		
	3. Themed/block scheduling in place				●		



# Goal 3: AccessVision programming is high-quality, easy to produce, and immediately viewable

Performance Indicators	1. Objective o Policy or Action Item	Months				Responsible Target Date	Resources needed
		0-3	3-6	6-12	12+		
Percent productions that are digital from start to finish (Goal = 100%) Percent digital transmissions Percent downtime No quality loss (digital) Turnaround from production to transmission Viewer feedback on technical program quality Producer feedback on production ease	1. Programming technology plan in place. The plan should address the following topics: o Determine Technology quality standards. o Ascertain Comcast’s current and future technology standards o Determine Technology funding o Review existing policies and develop policies as needed that support high-quality, easy to produce, and immediately viewable programming o Develop (or revise) policies so they support high-quality, easy to produce, and immediately viewable programming		●				
	2. Production workflow for volunteers is smooth o Map and improve production work flow		●				
	3. A formal volunteer management system in place. The system should address: o Trained producers and production assistants support other volunteers o Volunteer recognition.			●			
	4. Conduct a producer survey (see Goal 1 Objective 1) to receive feedback on ease of production	●					

## Goal 4: Staff and volunteers are technical and creative resources for AccessVision producers, clients, and the community

Performance Indicators	1. Objective <ul style="list-style-type: none"> <li>○ Policy or Action Item</li> </ul>	Months				Responsible Target Date	Resources needed
		0-3	3-6	6-12	12+		
Percent of producers and clients rating staff technical expertise as high  Percent of staff and clients rating volunteer technical expertise as high  Percent volunteers who are master producers	1. Professional development plans in place for full-time and part-time staff. The plan should address the following topics: <ul style="list-style-type: none"> <li>○ Skills needed for training volunteers</li> <li>○ Define required technical skills</li> <li>○ Training opportunities</li> <li>○ Responding to telephone technical assistance or information inquiries</li> <li>○ Production creativity (how to write a script; how to interview)</li> <li>○ Review staffing levels and compare against required staffing</li> </ul>		●				Local talents, such as teachers or news reporters  Local technology partners, such as the W.K. Kellogg Foundation or Kellogg Company, are a technical resource to AccessVision staff.
	2. Volunteer training plan in place. The plan should address the following topics: <ul style="list-style-type: none"> <li>○ Criteria for a Master Producer designation</li> <li>○ Production creativity (how to write a script; how to interview)</li> </ul>			●			Master producers can provide advanced technical assistance to other producers and clients
	3. A library and other training resources in place on all aspects of production <ul style="list-style-type: none"> <li>○ Determine content</li> <li>○ Assign library manager</li> <li>○ Include audio/visual equipment</li> </ul>				●		

## Goal 5: Board provides leadership and support

Performance Indicators	1. Objective o Policy or Action Item	Months				Responsible Target Date	Resources needed
		0-3	3-6	6-12	12+		
Percent board members trained	1. Bi-annual board self-assessment	●					
	2. Board members are knowledgeable of AccessVision's strategies and operations o Board development plan in place. Include board orientation. o Develop list of desired board skills o Recruit board members meeting desired skill set		●			Scott Durham Michelle Reen	
	3. Board meetings focus on strategy o Strategy-based agenda in place o Agendas include consent agendas.	● ●				Scott Durham Michelle Reen	
	4. Following plan adoption, hold a joint board / staff meeting to discuss the application of the new guiding principles	●					
	5. The AccessVision board collaborates with community boards	●	●	●	●	Ongoing	
	6. Nurture good relationships with funders such as foundations and Comcast	●	●	●	●	Ongoing	

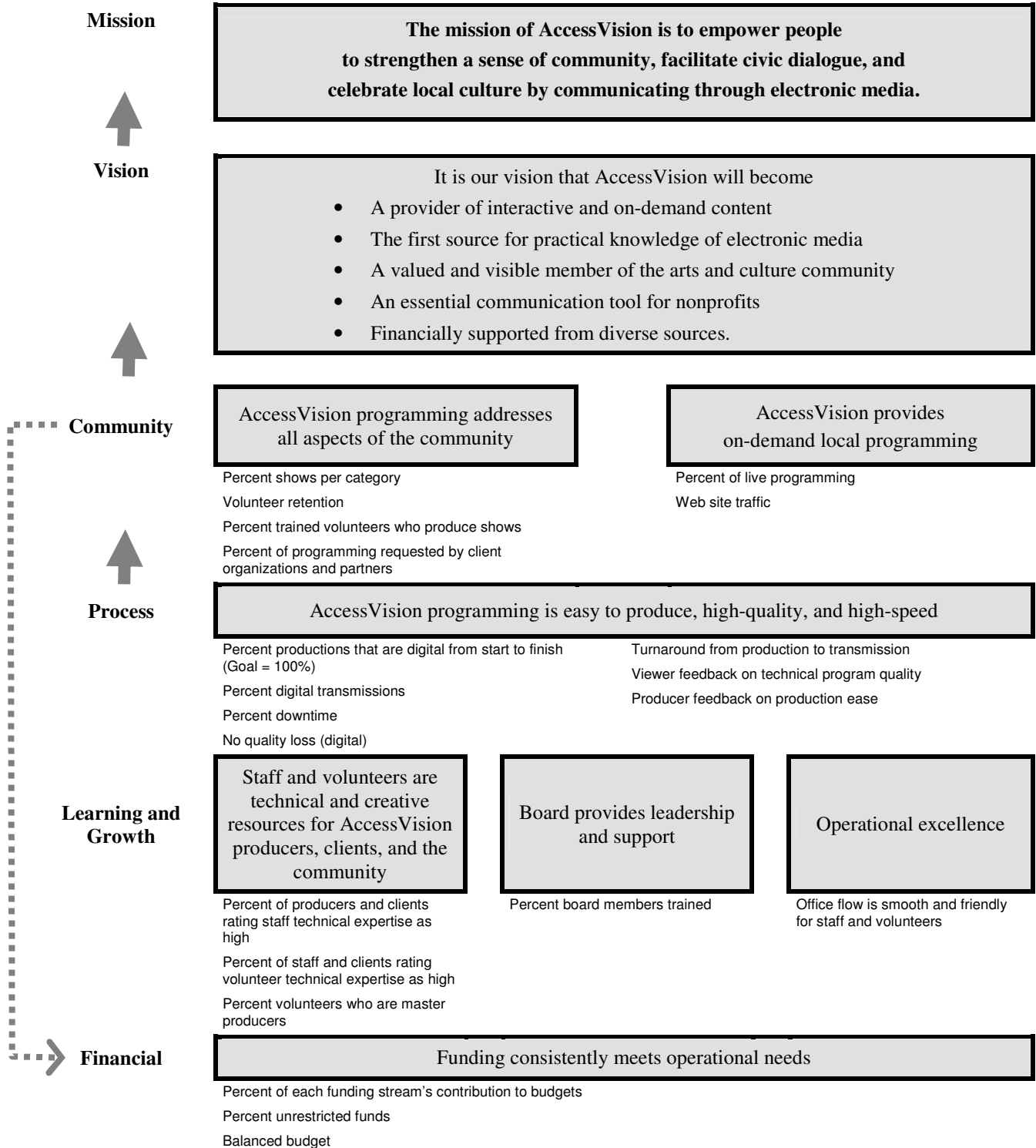
## Goal 6: Operational excellence

Performance Indicators	1. Objective <ul style="list-style-type: none"> <li>o Policy or Action Item</li> </ul>	Months				Responsible Target Date	Resources needed
		0-3	3-6	6-12	12+		
Office flow is smooth and friendly for staff and volunteers	1. Office technology is computer-based and integrated with operations <ul style="list-style-type: none"> <li>o Database integrated</li> <li>o Membership integrated</li> <li>o Programming schedule integrated</li> </ul>			●			
	2. Evaluation plan in place to support and continuous learning and improvement <ul style="list-style-type: none"> <li>o Track and review key performance indicators monthly</li> </ul>		●				

## Goal 7: Funding consistently meets operational needs.

Performance Indicators	1. Objective <ul style="list-style-type: none"> <li>○ Policy or Action Item</li> </ul>	Months				Responsible Target Date	Resources needed
		0-3	3-6	6-12	12+		
Percent of each funding stream's contribution to budgets Percent unrestricted funds Balanced budget	1. Funding plan in place. The plan should address the following issues: <ul style="list-style-type: none"> <li>○ Diverse funding sources, including but not limited to grants, endowment, Internet subscriptions, service fees</li> <li>○ Funding goals per funding source</li> <li>○ Fund-raising strategies</li> <li>○ Determined desired levels of reserve</li> <li>○ Fees for client-desired productions</li> <li>○ Develop and track indicators of financial health</li> </ul>			●			

# Performance Indicators





# The Strategic Planning Process

## Strategic Planning Participants

### Board of Directors

**David Agne** (Secretary), City of Springfield

**Paul Anderson**, Pennfield Township

**Scott Durham** (President), Citizen Representative

**Deborah Ensign**, Citizen Representative

**Margie Garside**, Emmett Township

**Trayon Hamilton**, Citizen Representative

**Deborah Owens**, City of Battle Creek

**Michelle Reen** (Vice President), City of Battle Creek

**Carol Swafford**, Newton Township

**David Zebell**, Citizen Representative

### Staff

**Dale Geminder**, Executive Director

**Vickie Dunn**, Programming/Office Manager

**Greg Mason**, Production Manager

**Jason Augenstein**, Projects Coordinator

**Aric Ruble**, Playback/Facility Coordinator

**Jeff Smith**, Production Specialist



## Planning Schedule

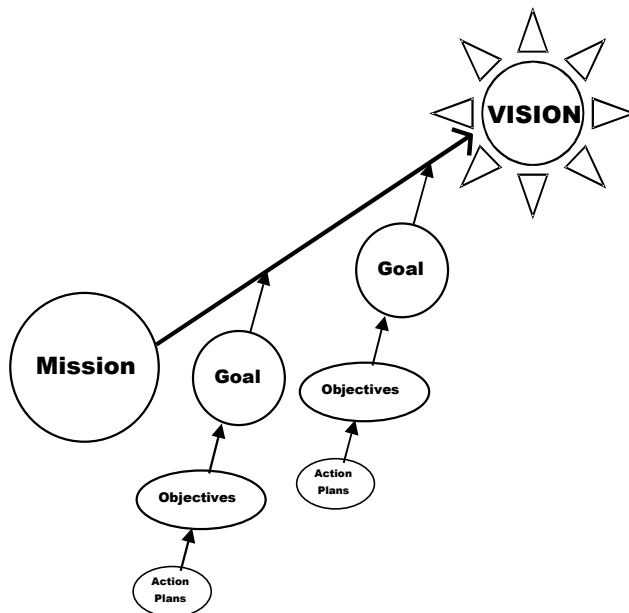
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<b>June 11, 2007</b>	<b>Planning session # 1</b> Review existing mission – revise if needed Develop vision and values Stakeholder analysis Conduct trend analysis
<b>June 15</b>	<b>Follow-up work meeting #1</b> Fine-tune guiding principles Elaborate on stakeholder and trends analyses
<b>June 25</b>	<b>Planning session #2</b> Review fine-tuned material from first session Conduct competitive scan Conduct SWOT analysis Conduct gap analysis Draft goals and objectives Draft critical few performance indicators Outline implementation steps
<b>June 29</b>	<b>Follow-up work meeting #2</b> Fine-tune goals and objectives Fine-tune key performance indicators Outline action items and timelines
<b>July 9</b>	<b>Follow-up work meeting #3</b> Review of final strategic plan draft

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## Mission and Vision = Foundations for the Future

<b>Mission</b>	<b>Vision</b>
<p>Explains why an organization or group exists</p> <p>Describes purpose</p> <p>Practical</p> <p>Describes benefits to clients and stakeholders</p>	<p>Shows what organization wants to become</p> <p>Describes potential</p> <p>Inspirational</p> <p>Describes benefits to community</p>
<b>Mission Example</b>	<b>Vision Example</b>
<p>The mission of the Kalamazoo Airport is to provide facilities and services to support safe, efficient, and convenient air transportation enhancing economic growth and high quality of life in Southwest Michigan.</p>	<p>To be the airport of choice for all Southwest Michigan air travelers.</p> <p>To have more non-stop airline service to more major cities than any other airport our size.</p> <p>To be the most environmentally friendly airport in the nation.</p>

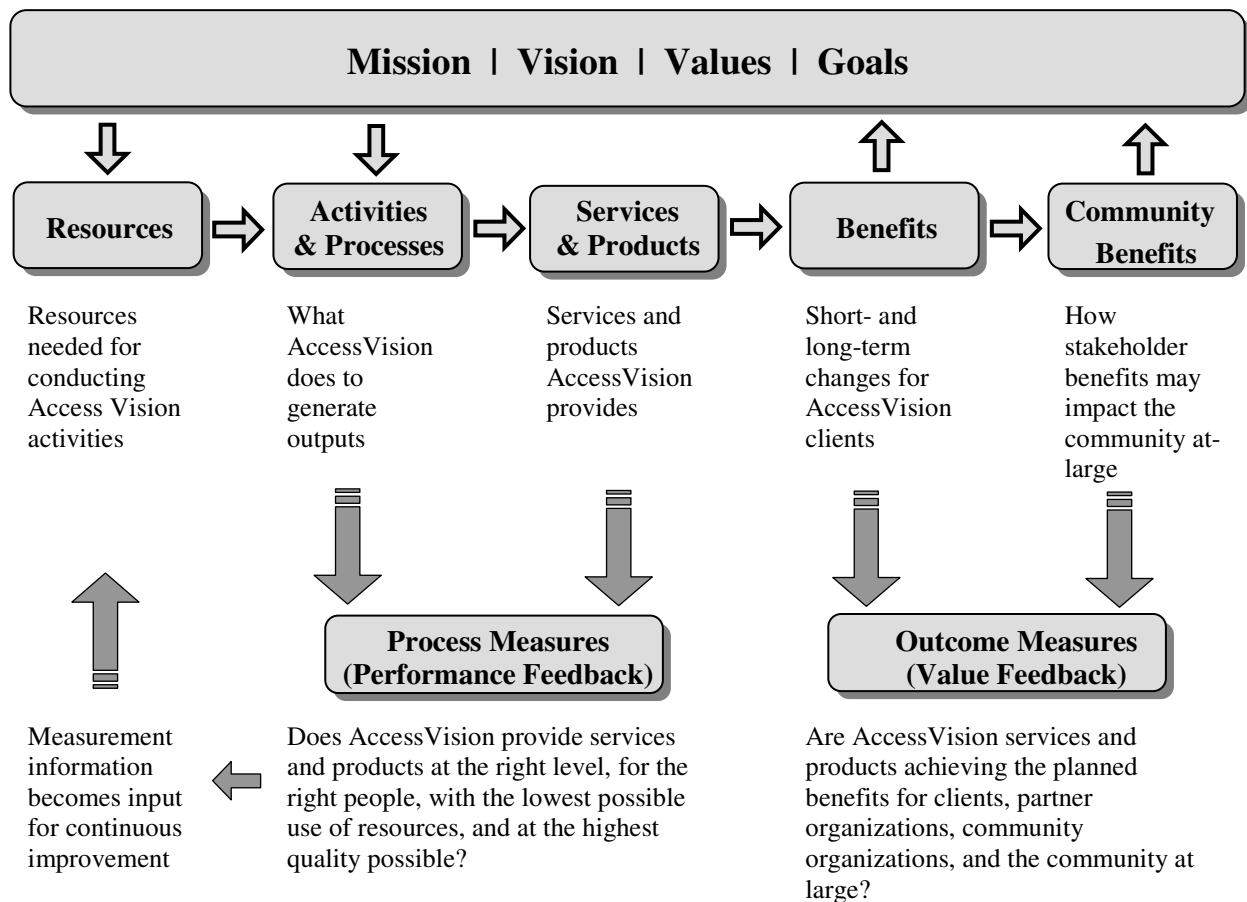


Once the vision is established, an organization can create the long-term goals needed to move toward the vision.

Objectives and action plans break the goals into manageable smaller implementation steps.

## AccessVision = Organizational System and Logic Model

The purpose of this exercise is to develop a shared understanding of AccessVision as an organization. This summary description can become a helpful for educating future staff, board members, volunteers, partners, and funding agencies.



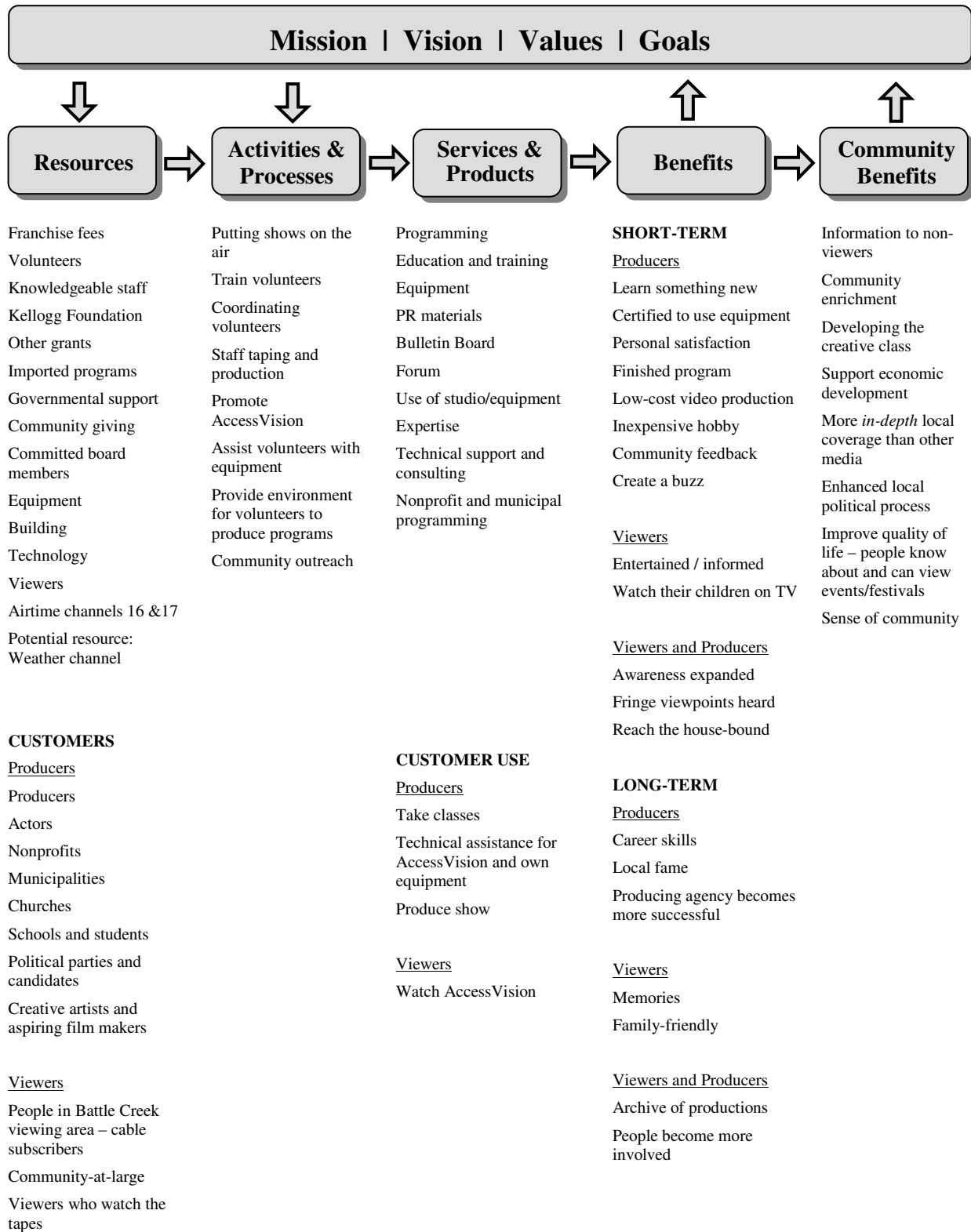
Every organization uses resources such as staff, money, and equipment to conduct activities that result in specific services and products. The underlying assumption is that stakeholders will benefit in the short- and long-term from these services.

Ultimately, benefits to stakeholders should result in positive outcomes for the entire community.

Read from right to left, the systems view becomes a logic model. That is, in order to achieve the benefits, what services does AccessVision have to provide?

Following this introduction to AccessVision as a system, participants brainstormed various elements of the AccessVision as system to prepare for reviewing the existing mission statement.

AccessVision = Organizational System and Logic Model – cont.





## Crafting the Mission

Based on the system elements, we created the following mission statement drafts. **Bolded phrases** were considered to convey key elements the mission should contain.

**The mission of AccessVision is to . . .**

Draft 1

To **inform the community** of events and of what's going on around them.

Draft 2

To enhance community through diverse programming.

Draft 3

To provide a mechanism for the community to produce, edit, and air programs of public interest, along with opportunities to learn a career trade.

Draft 4

To provide people in this community with training, equipment, and air time to produce programs that inform, entertain, and inspire.

Draft 5

To encourage the community, viewers, and staff to build a **unique** environment with entertainment, **special resources**, and goal-setting visions to make this a better community and foundation.

Draft 6

AccessVision acts as a **conduit** for citizens to communicate their message through **media** by providing education, equipment, and an open environment.

- **Access**
- **Entertain, educate, empower**
- **Preserve free speech**
- **Provide equipment and knowledge**
- In-depth programming
- **Public-Education-Government**
- Provide a voice for the community

### Current mission

To provide the ~~citizens of Greater Battle-Creek~~ the opportunity to **produce television programs** about the community in which they live that are ~~cable-casted~~ on the local access channels. Through governmental, educational, and community information programming, AccessVision will **support and enhance local interest, talents, activities, and facilitate dialogue around community concerns.**

## Crafting the Vision: Imagine five years from now . . .

<b>How will AccessVision serve its customers differently?</b>	<b>What will AccessVision consumers and clients say about AccessVision services and products?</b>	<b>How will AccessVision function differently than today?</b>
<p>Increased programming            More media streams            Provide transparent production (i.e., easy to use)            Video archiving            More mobile            DVD authoring/digital authoring            Teach web tools            Help people learn new technologies            More education for new and evolving media            Support and educate on the creative process            Increased resource for “non-producers”</p>	<p>The place to learn and use technology            Wow!            Can’t do without            Essential            Inspirational            Can’t believe it was that easy!            Place to get your message out            Place to go to collaborate with others            Open and accessible</p> <p><b>How will the community and other organizations describe AccessVision?</b></p> <p>AccessVision <i>will</i> help you            Community-oriented            More diverse and quality programming worth watching            I can’t believe my friend produced such quality programming            Place to establish better learning            Integral part of civic dialogue            Part of arts and culture</p> <p><b>How will you describe AccessVision?</b></p> <p>A place to cut your teeth into technology            Digital and web-based            Better flow of information            Up-to-date equipment and access to open communication            A lot of cool things happening            Bringing people/producers together</p>	<p>Streaming video            More web presence            More volunteers            More live programming            More internal and external partnerships (e.g., with libraries and schools)            More portable            Themed/blocked schedules            Hosting more events where public is invited            Go on satellite networks            Marketing for other programs</p> <p><b>How will AccessVision be funded?</b></p> <p>Grants            Self-sustaining            Endowment            Subscriptions via Internet (e.g., snow-birds)            Service fees</p>

## Vision Drafts Crafting the Vision – continued

We then drafted the following possible vision statements and key phrases. No phrases were considered key elements that should be contained in the final draft.

### **Five years from now, AccessVision will . . .**

- Portal to digital world.
- Place for collaboration.
- A national model for access centers of our size.
- AccessVision will be a place for better learning, fun, and overall collaboration.
- More well-known and better watched.
- Recognized member of local arts community.
- Earning college credits through AccessVision training.
- Our programming reflects our community at large.
- All voices will be heard.
- Enhance community awareness through multi-media outlets.



## AccessVision Values

How should we as members of AccessVision (staff, board) behave or conduct ourselves as we work to achieve our mission?	What do our customers, other organizations, and the community expect from us in terms of our behavior?
<ul style="list-style-type: none"> <li>• Talk positive of AccessVision</li> <li>• <b>Committed to the rights of each individual</b></li> <li>• Respectful of others</li> <li>• Listen to suggestions</li> <li>• Being informed/knowledgeable</li> <li>• <b>Responsive to needs/available</b></li> <li>• Honest</li> <li>• Above reproach</li> <li>• <b>Creativeness</b></li> <li>• Open-mindedness</li> <li>• Not discriminative of ideas</li> <li>• Fairness</li> <li>• Open to change</li> <li>• Promote AccessVision</li> <li>• Encourage people’s rights to express themselves</li> <li>• Assertive</li> </ul>	<ul style="list-style-type: none"> <li>• Expertise</li> <li>• Be treated equally</li> <li>• Integrity</li> <li>• Low-cost</li> <li>• Frugal</li> <li>• <b>Professionalism</b></li> <li>• Mentally focused</li> <li>• <b>Accessible</b></li> <li>• <b>Community team player</b></li> <li>• Supportive of community</li> <li>• Ethical</li> </ul>

## Stakeholder Assessment

Stakeholders are individuals, groups, or organizations who *can* exert substantial influence over AccessVision’s operations and outcomes.

Stakeholder	Current Involvement	Desired Involvement and possible strategies
Municipalities	<ul style="list-style-type: none"> <li>Funding</li> <li>Board members</li> <li>Contract</li> </ul>	<ul style="list-style-type: none"> <li>AV is more of an information source and a technical resource (e.g., information and technology)</li> </ul>
Video providers (e.g., Comcast)	<ul style="list-style-type: none"> <li>Add value</li> </ul>	<ul style="list-style-type: none"> <li>Develop partnership</li> <li>More consistent channel quality</li> </ul>
Volunteers		<ul style="list-style-type: none"> <li>More working together</li> </ul>
Local funders and foundations		<ul style="list-style-type: none"> <li>Increase awareness that AV is an arts and culture organization</li> <li>Consider AV as a nonprofit</li> <li>View AV as marketing resource for other nonprofits</li> <li>Require AV as one marketing tool in grants to nonprofits</li> </ul>
School systems and booster clubs		<ul style="list-style-type: none"> <li>Utilize AV more (e.g., more coverage of events)</li> </ul>

## Potential Partners

Potential partners were identified after the mission and vision had been reviewed at the second planning session. Potential partners are organizations that could help AccessVision fulfill its mission and achieve its vision.

- Arts and Industry Council
- Other arts and culture organizations
- Economic developers (Battle Creek Unlimited, Chamber of Commerce, Battle Creek Downtown Partnership)
- Service Clubs
- Kellogg Community College, Western Michigan University
- Amateur sports
- Library

Note: The strategic plan includes an action item for a separate board meeting to develop detailed strategies for stakeholder involvement.



## Scanning the Competitive Environment

We identified the following organizations, services, media, etc. competing with AccessVision for viewers and resources (such as funding or volunteers).

Competitors	Competing for ...
Lawrence Production	Nonprofits
Local high schools / places of learning that have good production facilities	compete for producers, viewers, revenue (cutting into tape sales)
BCTV (through Q1 Video)	Nonprofits
Willard Library	Resource for training
Internet	Viewers and producers
Satellite TV	Viewers (reduces franchise fees)

Note: This initial list should be used to develop strategies for the CCR marketing plan.



## SWOT Analysis

Identify AccessVision's Strengths, Weaknesses, Opportunities, and Threats

### Strengths

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- AccessVision's current capabilities
- Capitalize upon them for fulfilling the mission and moving toward the vision

### Weaknesses

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- AccessVision's current limitations
- If not addressed in the strategic plan, the weaknesses could impede fulfillment of mission and progress toward vision.

Given AccessVision's strengths and weaknesses, determine whether the trends and their impacts identified at the first planning retreat present potential *opportunities* or *threats* to AccessVision's future.

Trends were defined as (future) external events that may have a positive or negative impact on AccessVision's operations.

### Opportunities

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- Identify trends that can become advantages for fulfilling the AccessVision mission and moving toward the vision.

### Threats

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- The strategic plan's goals and objectives must address threats so they do not impede fulfillment of mission and progress toward vision.



## AccessVision’s Current Strengths and Weaknesses

Strengths	Weaknesses
<p>Two channels</p> <p>Local programming</p> <p>Expertise / staff knowledge</p> <p>Facility</p> <p>Strong viewership (44% of Comcast viewers)</p> <p>Number of volunteers (about 250)</p> <p>Stable funding stream</p> <p>Contractual relationships / municipal support</p> <p>Well-established</p> <p>Video and sound expertise</p> <p>Nice niche (video production)</p> <p>Board: Forward thinking, risk-taking, creative</p> <p>Central location</p> <p>PEG facility (all 3)</p> <p>Volunteers produce programming</p>	<p>Staff knowledge of new (Internet) technologies</p> <p>Board awareness of new technologies</p> <p>Only cable TV</p> <p>Lack of public awareness</p> <p>Few funding sources (Comcast, municipal)</p> <p>Stagnant programming</p> <p>No programming at certain times</p> <p>No control over content</p> <p>Lack of use of Internet (for example, program schedule)</p> <p>Out-dated office technology</p> <p>No diverse programming</p> <p>Program quality affects our reputation</p> <p>Not hip</p> <p>Perception of that “AccessVision produces programming”</p>

## Trends Identified as *Opportunities*

Social Trends	Impact on AccessVision
<ol style="list-style-type: none"> <li>Younger generation <ul style="list-style-type: none"> <li>is more technology-literate</li> <li>doesn't go to TV for info and entertainment</li> <li>Want to <i>interact</i> with media</li> </ul> </li> </ol>	Get input from younger people
Political Trends	
<ol style="list-style-type: none"> <li>No open dialogue between Democrats and Republicans</li> </ol>	Less diverse programming
Economic Trends	
<ol style="list-style-type: none"> <li>Technology is becoming cheaper</li> </ol>	Do more with less dollars but with better equipment
Technology Trends	
<ol style="list-style-type: none"> <li>Rapid changes in technology</li> </ol>	Must keep up Better looking programming
<ol style="list-style-type: none"> <li>YouTube [and other Internet channels] offers fewer barriers to entry, such as no classes and faster on the air</li> </ol>	Expect to be on air today

## Trends Identified as *Threats*

Social Trends	Impact on AccessVision
<ol style="list-style-type: none"> <li>Fewer service clubs</li> </ol>	Fewer volunteers
<ol style="list-style-type: none"> <li>Less time</li> </ol>	Don't want to spend time producing Require on-demand and/or live broadcasts
Political Trends	
<ol style="list-style-type: none"> <li>Loss of local control <ul style="list-style-type: none"> <li>Municipalities cannot negotiate what is best for their community</li> </ul> </li> </ol>	Loss of local individual expression
<ol style="list-style-type: none"> <li>Trend to federal control</li> </ol>	Delivery cost increase and franchise fees decrease Negative marketing from large providers
Economic Trends	
<ol style="list-style-type: none"> <li>Work more</li> </ol>	Less volunteer time
Technology Trends	
<ol style="list-style-type: none"> <li>Satellite / Internet: Fewer cable viewers</li> </ol>	Lower franchise fee

## Gap Analysis

The road to where you want AccessVision to be in five years will be marked by gaps and barriers. The gap analysis identified gaps and barriers you are aware of today.

The gaps and barriers were used to develop the initial set of goals and objectives.



**What is missing today that we need to fulfill our mission and reach our vision?**

**What do we not know that we should know for planning our future direction?**

**What are the gaps?**

**What are the barriers?**

## Gap Analysis - continued

Programming	Equipment	Knowledge (staff and board)	Volunteers	Funding
<p>More varied and professional products</p> <p>Immediacy (from production to transmission)</p> <p>Not enough popular programming</p> <p>Programming</p> <p>Not a good variety of programming</p> <p>Too much uninteresting programming</p> <p>Not enough diverse programming</p> <p><b>Perception</b></p> <p>Perception is that facility is not available to all community members</p> <p>Poor/mixed public perception of AccessVision</p> <p>Community awareness</p> <p>Lack of promotion</p> <p>More people need to know what AccessVision is and think it could be fun</p> <p>Getting people interested in looking at AccessVision on T.V.</p> <p>Training length</p>	<p>Not enough equipment</p> <p>Old technology studio</p> <p>Web site that is integrated with data base (programming schedule)</p> <p>Not enough technology</p> <p>Limitations on current equipment to accomplish goal</p> <p>Lack technology to support Internet services</p> <p>More like studios</p> <p><b>Technology</b></p> <p>Personal technology influence</p> <p>Coming technical changes</p> <p>Internet</p> <p>AccessVision is only carried on cable</p> <p><b>Facility</b></p> <p>Not a "fun" or "hip" place to hang out</p> <p>Design of facility</p>	<p>Staff is not knowledgeable enough on new technology</p> <p>Where is technology heading?</p> <p>Not enough expertise</p> <p>Not enough expertise</p> <p>Need more I.T. expertise</p> <p>Board knowledge of new technology</p> <p>Time for staff to learn while working toward goals</p> <p>Staff knowledge</p> <p>Outdated policies</p>	<p>Too many producers doing "their" own thing</p> <p>Not enough volunteers</p> <p>Volunteers</p> <p>Not enough desired volunteers</p> <p>Getting people to volunteer</p> <p><b>Generational</b></p> <p>Age gaps. Need youth to be involved.</p> <p>Youth</p> <p>Not enough young people</p>	<p>No guaranteed revenue stream</p> <p>Comcast's future</p> <p>Not enough money</p> <p>Lang range funding</p> <p>Nonprofits have fewer resources (time, \$)</p> <p>Will our current funding continue?</p> <p>No diverse funding streams</p> <p>Marketing budget too small</p> <p><b>Energy to pursue vision</b></p> <p>Not enough enthusiasm</p> <p>Complacency by organization</p> <p>Small picture thinking</p> <p>Lack of board leadership and involvement</p> <p>Continued work toward goals every year</p>

## Seven Reasons for Measuring Performance

- 1** What gets measured gets done. *Are we measuring the right things?*
- 2** If you don't measure results, you can't tell success from failure. *Are we counting activities or results?*
- 3** If you can't recognize success, you can't reward it. *Are our performance standards specific enough?*
- 4** If you can't reward success, you're probably rewarding failure. *Are we measuring results and communicate success?*
- 5** If you can't recognize success, you can't learn from it. *Are we identifying benchmarks?*
- 6** If you can't recognize failure, you can't correct it. *Can we identify failing programs, services, or program components?*
- 7** If you can demonstrate results, you can win public support. *Do our programs receive and maintain strong public support and funding?*

Based on J. Walters (1998). Measuring Up: Governing's guide to performance measurement for geniuses and other public managers. Washington, DC: Governing Books.

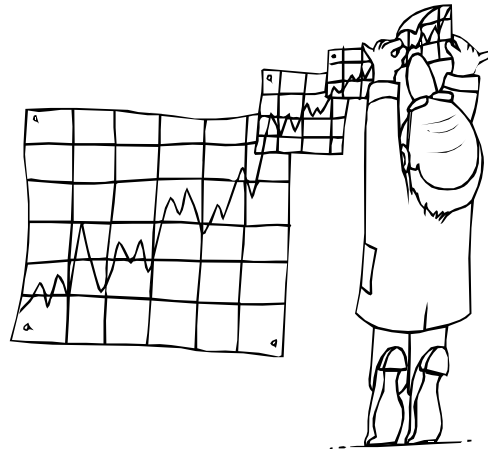
## Identify “The Critical Few” Key Performance Indicators

What are AccessVision’s key measures of success?

- Increased viewership with increased diverse programming
- Number of producers
- Number of total hours of use of facility
- Signal quality
- Diverse funding
- Web site traffic is up
- Number of new viewers
- Positive feedback from organizations and viewers

## Next Steps

- Executive Director presents strategic plan to board
- Board adopts strategic plan as is or with revisions
- Staff develops detailed action plans
- Implement action plans
- Track progress and identify data trends
- Focus on strategy throughout the year through strategy-based board and staff meeting agendas
- Report results to the community
- Use outcome measures for continuous improvement toward service excellence
- Regularly review, validate, and update the strategic plan





## Contact Information

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