

LPCTV Five-Year Strategic Plan For Adoption at Annual Meeting June 16, 2016

With facilitation and writing from Bruce Farr of Bruce Farr Creative LLC, the LPCTV Board of Directors held several Strategic Planning meetings during the 2015 fiscal year. This document summarizes that planning work.

The Board and Staff envision that, in 5 years, LPCTV will:

- Have completed the new LPCTV building.
- Be regarded by a large part of the community as a vibrant resource for local media creation.
- Be employing ways to work closer with the local schools, youth and families.
- Know precisely what our LPCTV “brand” is and work consistently toward strengthening that brand.
- Be a “known entity” or “product” to other demographic groups.
- Have increased our local program offerings to twice as many as we offer today.
- Have planned ahead for equipment upgrades and usage of new available technologies.
- Be using High Definition to its utmost for all our online programs.
- Have made strides in engaging our LPCTV audience and in other outreach.

Based on the above “Wish List,” the team re-evaluated the Mission and Vision of the organization.

The former LPCTV Mission (adopted in 2010):

“LPCTV gives voice to the community by facilitating the production and delivery of media and providing state-of-the-art facilities.”

The new Mission Statement:

“LPCTV provides the Okemo Valley Region with equal access to multimedia technology for the purposes of education and information.”

The former LPCTV Vision (adopted in 2010):

“LPCTV strives to be a primary source for exchanging information in our region by increasing and enhancing the delivery of locally produced media and expanding the reach of its service area and modes of delivery.”

The new Vision Statement:

“LPCTV strives to be the primary source to provide the Okemo Valley Region with quality media and communication services.”

The Fundraising & Finance group discussed and assigned ballpark prices on the Strategic Plan “Wish List” in order to frame thinking about realistic priorities. The February 23rd version of the plan update contains the details. In summary, it was clear that the “Wish List” will require significant Marketing & Outreach work and a dramatic increase in Fundraising, in order to be achieved. The total ballpark estimate for the “Wish List” was more than \$320,00. For example, completion of the building will cost approximately \$200,000, equipment planning, more than \$35,000, and additional staffing to support various goals (some short-term and some long-term), \$80,000.

Planning discussions covered four strategic planning groups: Buildings & Grounds; Marketing & Outreach, Fundraising & Finance, and Personnel & Procedures. Each group set priorities for the strategic planning period. Each working group’s activities were boiled down to three (or 4) key priorities, based on several group and committee discussions.

Buildings & Grounds

The Buildings & Grounds Committee is responsible for researching, planning, and developing ideas and concepts related to facility maintenance and improvements, including the building, the studio, equipment and landscaping. The committee's recommendations are submitted to the full Board for feedback and / or approval.

Building & Grounds Strategic Priorities:

1. Complete the studio's build out with detailed actions to achieve this goal.
2. Clearly delineate responsibilities between LPCTV and the Town of Ludlow regarding maintenance and other responsibilities.
3. Develop ongoing equipment and technology plan.

Marketing & Outreach

The Marketing & Outreach Committee supports the organization's activities relating to awareness building, visibility, and community value. It assists the staff in setting marketing & outreach goals and supports these activities, which include press releases, newsletters, other materials, annual membership and underwriting campaigns, and other community events.

Marketing & Outreach Strategic Priorities:

1. Dramatically increase membership and participation.
2. Establish, fulfill and track marketing & outreach metrics
3. Develop staff marketing & outreach skills to perform vital outreach.
4. Effectively brand LPCTV in the community

Fundraising & Finance

LPCTV's Fundraising Committee and Finance Committee work hand-in-hand to set and attain budgets. The Fundraising committee works to raise money through events, grants, membership fees, and underwriting, while the Finance Committee establishes procedures and performs budgeting and financial reporting.

Fundraising & Finance Strategic Priorities

1. Complete Capital Campaign to fully fund* the studio build-out plans.
2. Begin to diversify revenue sources to lessen dependence on Comcast.
3. Strengthen the ongoing financial sustainability of LPCTV.

*The 5 year strategic plan period may include partial, rather than full attainment of the build-out.

Personnel & Procedures

The Personnel Committee evaluates and identifies staffing needs, oversees staff contracts, and reviews and updates personnel job descriptions and personnel policies.

Personnel & Procedures Strategic Priorities:

1. Evolve organizational structure to support the strategic plan objectives.
2. Work with Executive Director to ensure proper staffing in production, programming, fundraising and outreach to meet the strategic vision of the organization.
3. Formulate a workable succession plan for the Executive Director position.