



STRATEGIC PLAN 2017

Introduction

This strategic planning process was influenced by several sources; listening sessions, interviews, a board retreat, the Alliance for Community Media colleagues and conference, and a SWOT analysis. Our Executive Director, Tene Wells, has been charged with consolidating the various inputs into core strategic tactics and activities to achieve the stated objectives. The final plan will be approved by the Board of Directors in October of 2016.

MTN Mission

to operate a media center that helps develop skills to increase the social, civic, and economic equity in our community via the transformative art of creating and broadcasting media.

MTN Core Values

- Community as a source of content that enriches lives, provides information and social engagement and discourse
- Freedom of speech, expression, and ideas Affordable Access to our studios, equipment and stations
- Media Literacy as a basic tenet of a civil society to represent themselves using media and by creating and distributing content.
- Diversity in people and all their dimensions, realizing that mutual respect for individuality and inclusion of all is vital for both personal and institutional success

Strategic Statement

MTN will become a mission-driven leader in community media by 2020.

Strategic Assumptions

- Decreasing funding - Economic reality and decreasing public financing drives a need to diversify funding sources and increase earned income, as well as individual, corporate, and foundation revenue contributions.
- Changing media platforms - The continued movement of media to online platforms and emerging technology will increasingly drive the need for upgraded equipment, create more online distribution, and deliver innovative programming.
- To survive, we need to develop and deliver relevant programming that meets the community's media and technology needs.
- MTN must remain a place where the diverse population of our communities produces content that is relevant to the communities that we represent.
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By 2020 MTN resolves to:

- Evolve our technology to create a modern media center.
- Develop strong professional media and digital technology trainings.
- Foster diverse and sustainable resources and increase overall support.
- Nurture collaborations among young people, emerging artists, citizen journalists, media producers, nonprofits and small businesses, and seniors to inspire, inform and connect communities.
- Leverage public and private partnerships and resources to increase racial equity and digital equity and literacy for underrepresented communities.
- Create a recognizable and trustworthy brand.

KEY OBJECTIVES

I. OPERATIONAL

- Develop cost-effective staffing model to increase professional development offerings
- Evolve governance capacity to advance the mission
- Build partnerships to expand services

II. SERVICES

- Develop programming to provide local, free, cultural, inspirational, and social justice programming
- Present and incubate new work by artists and media-makers who reflect the diversity that surrounds us
- Leverage public and private partnerships and resources to increase racial equity and advance digital equity and literacy for underrepresented communities

III. FINANCE AND DEVELOPMENT

- Diversify and sustainable resources to meet annual budget objectives
2017: \$700,000 2018: \$900,000 2019: \$1,200,000
- Establish and maintain centralized accounting functions that incorporate appropriate internal controls and generate reliable financial information—in accord with established accounting principles

IV. TECHNOLOGY

- Evolve technology to create a modern media center
- Equip producers with all aspects of interactive media delivery and creativity they need to deliver content for distribution.

V. COMMUNICATION

- Design a modern marketing media campaign to promote our services and attract producers and encourage contributions
- Generate support from the public, policy makers, foundations and individuals