

# Fairfax Public Access (FPA) Strategic Planning for 2025-2027

February 2025

## Background

The **mission** of Fairfax Public Access (FPA) is to provide media production, education, and opportunities that empower the local community to share their views and creativity through shows they produce.

FPA conducted its last strategic planning process in 2021, setting priorities for a 3-5 year period. That process, led by an FPA board member, included board brainstorming sessions, frequent small group discussions, and culminated in a final strategic plan. The 2021 plan established three key goals:

- Operate FPA with integrity, diligence, and responsiveness.
- Enable and deliver high-quality production support.
- Expand FPA's community reach.

Since then, the FPA staff and board have made significant progress toward these objectives. However, given recent changes in the post-pandemic environment, the FPA board and staff agreed it was necessary to revisit and refresh the strategic plan.

Current challenges identified include:

- Reduced cable income.
- Declining membership.
- Need for organizational restructuring.

## Methodology

The new strategic planning process revisited FPA's strengths, weaknesses, opportunities, and threats (SWOT analysis), focusing heavily on survey results gathered from stakeholders and constituents in October 2024.

## **FPA Strategic Plan Executive Summary**

Fairfax Public Access (FPA) has established strategic priorities to strengthen the organization, enhance revenue generation, and expand membership engagement. The strategic initiatives identified are as follows:

### **Organizational Development**

**Priority:**

- Clearly define organizational roles and responsibilities by updating the organizational structure.
- Develop a comprehensive succession plan to ensure leadership continuity.
- Invest in staff learning, professional growth, and improved job satisfaction.

**Measures of Success:**

- Organizational chart updated and communicated clearly to all staff.
- Completed succession plan with detailed resources identified.
- Conduct annual employee satisfaction surveys.
- Ensure 75% staff participation in annual in-person training on change management.
- Achieve 90% employee participation in required annual online training sessions.

### **Revenue Generation**

**Priority:**

- Identify and implement 3-4 new initiatives annually to offset the declining revenue from traditional sources like Cox and Verizon.

**Measures of Success:**

- Successfully implement at least three revenue-generating initiatives annually.
- Increase annual revenue by \$50,000 to \$100,000 through strategic initiatives.

### **Membership Growth**

**Priority:**

- Attract and recruit younger members through targeted outreach.
- Develop a targeted recruitment approach to increase member engagement and participation.

**Measures of Success:**

- Achieve a 20% annual increase in membership.
- Track volunteer hours annually, showing a measurable increase over three years.
- Reduce class cancellations by 50% compared to the 2024 baseline.

These initiatives represent a focused effort to ensure FPA's long-term sustainability, enhance community engagement, and position the organization for continued growth and success.