

Fairfax Public Access



Strategic Plan | 2019-2021

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Executive Summary

Fairfax Public Access (FPA) is ready to elevate to the next level. We are on a mission to move from our current state of operations to our desired state. As a vital community catalyst and forum for the exchange of ideas, our goal is to facilitate community engagement through volunteerism and membership where individuals, non-profit organizations, government, and educational partners can provide diversity of information and opinions for the benefit of all while exercising their First Amendment Right to free speech.

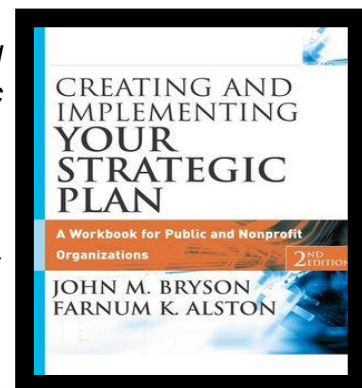
Background

The FPA 2019-2021 Strategic Plan is the principal document for short-term and long-term strategic decision-making. The purpose of the plan is to address:

- Where FPA is today
- Where FPA wants to be in the future
- How FPA will get there

From March – November 2018, the FPA Board of Directors, Executive Director, and FPA managers worked diligently to develop the new two-year strategic plan for 2019- 2021. The plan represents a collaborative effort. Many people contributed their time, knowledge, and commitment to making the plan possible. With Dr. Mary Gillam, the FPA Board of Director for Strategic Development, serving as the facilitator, the team was able to finalized the plan.

To jumpstart the process, Dr. Gillam presented an overview presentation on strategic planning. Using the book, *Creating and Implementing Your Strategic Plan: A Workbook for Public and Nonprofit Organizations* by John Bryson and Farnum Alton as the primary reference book, the team had an established process for data collection. The group held three separate “brainstorming” sessions that provided the foundation for conducting a strengths, weaknesses, opportunities, and threats (SWOT) analysis. The outputs of the analysis enabled the organization to refine its mission, vision, core values, strategic goals, objectives, and short-term and long-term strategies.



Based on the outcome of the brainstorming sessions, the team established three strategic goals:

1. Operate FPA with integrity, diligence, and responsiveness;
2. Enable and deliver quality production support; and
3. Expand FPA's community reach.

Under each strategic goal are key strategic objectives. Cascading down from the objectives are specific strategies/actions that FPA will implement to achieve its desired outcomes. By adding timelines and specific measurements to each of the strategies/actions, FPA will be able to track its progress toward goal accomplishment.

Conclusion

In their 2017 Report, *Closing the Gap: Designing and Delivering a Strategy that Works*, the Economist writes, “*Strategy has little value until it is implemented.*” The success of the FPA 2019-2021 Strategic Plan will depend on the value placed on the plan by senior leadership. If the plan is used as a key decision-making tool, then its viability to the organization will produce great dividends. Likewise, if senior leaders fail to leverage the data included in the plan, then the benefits of strategic planning will be minimized.

Who We Are

Fairfax Public Access (FPA) is an independent, 501 (c) (3) non-profit organization that provides residents of Fairfax County and the Washington Metropolitan area the training and the tools to create non-commercial television and radio programming that expresses their viewpoints and perspectives to the community at large.

FPA members volunteer their time and talents at our Merrifield production facilities, working collaboratively to help create programs, which are then aired on FPA's channels through cable providers Cox Communications of Northern Virginia, Verizon Virginia, Inc., and, in Reston only, Comcast. FPA currently airs over 2,000 hours of original programming annually, including programs in over 14 different languages that speak directly to the rich diversity of the populace of Fairfax County.

With three different digital television studios, producers have the ability to choose from a number of options that best meet their needs and skill sets, be it a news desk, fully operational kitchen, custom designed background and lighting, or computer-generated virtual set. Digital field cameras and switchers are available for off-site and event productions.

The radio studio, with CD players, turntables, DAT players, analog cassette decks and laptop adapters, make it easy for DJ's as well as talk-show hosts to accommodate any number of formats. In addition, the audio production suite, complete with Adobe Audition software, helps both radio and television producers create professional- sounding promo spots or audio voiceover tracks.

FPA's educational courses are designed to appeal to novices as well as to those that have had prior experience with television or radio production. Courses are taught by experienced instructors, many of whom have enjoyed careers in the field.

Instructional sessions are held weeknights and weekend days to better enable our members to take advantage of these educational opportunities. Small class sizes and hands-on training help contribute to the feeling of community and make the experience more rewarding for students.

About FPA

Our Vision

Our vision is to be recognized and respected as the industry-leader and innovative public access media resource.

Our Mission

Our mission is to provide quality and engaging community television, radio, education, and cable-casting services and to encourage the participation and involvement our community.

Our Core Values

FPA has **ten** core values. These core values represent who we are and the key convictions that drive our performance. Throughout the FPA Strategic Plan, the core values are integrated into the strategies that drive our policies and resource management decisions.

- Quality: We will continue to make quality job one.
- Transparency: We will be transparent in our decision-making, business operations, and in our interactions with all stakeholders.
- Access: We will provide access to any materials that do not compromise our operations or the privacy of personnel.
- Integrity: We will operate with upmost integrity.
- Respect: We will respect and value others.
- Service: We will strive to deliver the highest level of service.
- Excellence: We will hold ourselves accountable to deliver excellent products and services.

- Diversity: We will seek to build a diverse community of thought leaders, content providers, and partners.
- Partnership: We will seek to build and maintain key partnerships.
- Commitment to the First Amendment: We will support the First Amendment.

The Importance of Strategic Planning

According to John Bryson, author of *Strategic Planning for Public and Nonprofit Organizations*, “strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it.” Figure 2 provides an excellent summary of the importance of strategic planning.

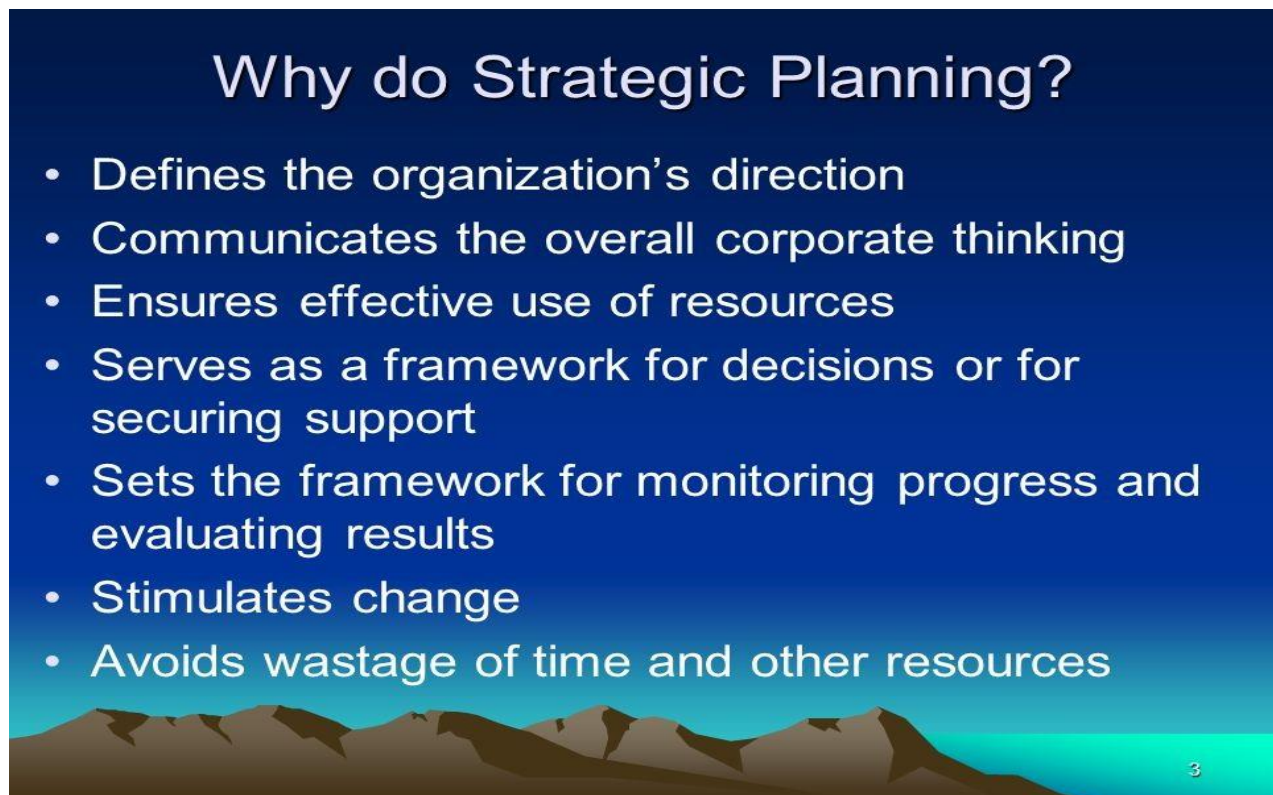


Figure 2: Why Do Strategic Planning?

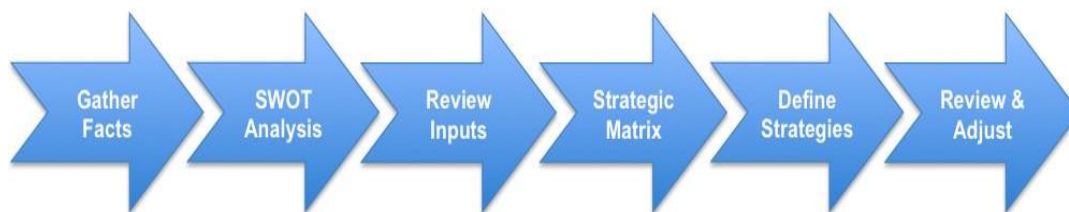
Data Collection for Plan Development

FPA’s 2019-2021 strategic planning process began with an overview presentation by our Director of Strategic Development. Afterwards, the Board of Directors and the Executive Director met for two additional strategic planning sessions. From these meetings, it was determined that FPA needs to:

- Review and potentially revise the FPA vision and mission statement
- Identify FPA core values and insert them into the strategic plan
- Revise the FPA strategic goals and objectives
- Develop goals using the SMART criteria. SMART stands for specific, measurable, achievable, realistic, and timely.
- Conduct a Stakeholder Analysis
- Evaluate FPA by examining its strengths, weaknesses, opportunities, and threats (SWOT)

In order to ensure that the Board of Directors and the Executive Director were capturing the correct data for the plan, the team utilized the *Strategic Plan Process* identified in Figure 3. This process provided a disciplined approach to the data collection, analysis, and final conclusions. Afterwards, the team was able to identify its critical success factors, growth areas, and challenges.

Strategic Plan Process



Gather Inputs

- From all Stakeholders
- Customer analysis
- Competitor analysis
- Industry analysis
- Environmental
- Company performance
- Company strategies

SWOT Analysis

- External Analysis
 - Opportunities
 - Threats
- Internal Analysis
 - Strengths
 - Weaknesses
- Strategic Questions
- Strategic Issues

Review Inputs

- All Stakeholders
- Review Inputs
- Review SWOT Analysis
- Define 3-4 key statements

Strategic Matrix

- All Stakeholders
- Define Strategies to address SWOT combinations:
 - Opportunities vs Strengths
 - Opportunities vs Weaknesses
 - Threats vs Strengths
 - Threats vs Weaknesses

Define Strategies

- Objectives
- Key Strategies
- Short and Long Term Goals
- Operational Plans

Final Reviews

- All Stakeholders
- Review Strategies
- Review Goals
- Review Plans
- Adjust as necessary

Figure 3: Strategic Plan Process

Internal Analysis

Based on its internal analysis of FPA, the Board of Directors and the Executive Director identified the following strengths, weaknesses, opportunities, and threats (SWOT).

Strengths:

1. Exceptionally skilled staff.
2. State-of-the-art technology.
3. Diverse membership.
4. Can-do attitude.
5. Strong financial position.
6. Fiscally responsible.
7. Excellent, professional board.
8. Excellent community relations.
9. Ease of membership affiliation (i.e. easy to join).

Weaknesses:

1. Largely unknown organization.
2. Few funding sources.
3. Aging infrastructure.
4. Non-competitive rental office space.
5. Difficulty converting initial entrants into follow-on producers. (Although many people attend FPA classes, getting them to become producers has become a challenge).
6. Programming, promotion, and marketing remains a challenge.

Opportunities:

1. Excellent location (i.e. physical, cultural hub, transportation, high-profile income area).
2. Partnerships (i.e. extensive business opportunities).
3. Highly educated community.
4. Highly diverse population.
5. Exceptional training (possible opportunities for offering training to a broader market; possible satellite locations).

Threats:

1. Proliferation of programming options (i.e. Hulu, low-cost production).
2. Changing viewing preferences, technology, etc.
3. Broad base for other cultural/leisure opportunities.

The purpose of the SWOT analysis was to identify strategic issues that FPA would need to address in 2019 through 2021. The team invested many hours examining the issues (i.e. financial, political, external stakeholder changes, viewership changes) that could hamper FPA's mission.

Utilizing the data from the SWOT, the Board of Directors and the Executive Director developed FPA's three strategic goals and subsequent objectives. This information is summarized in the FPA Strategic Goals Summary Chart on the following page. Afterwards, the executive leadership met with the FPA managers to develop specific strategies and actions that would enable FPA to meet its strategic goals and objectives.

FPA Strategic Goals Summary Table

FPA Strategic Goals	FPA Objectives
<p style="text-align: center;">Goal 1:</p> <p style="text-align: center;">Operate FPA with integrity, diligence, and responsiveness</p>	<p>1.1 Conduct FPA business with integrity and financial diligence.</p> <p>1.2 Facilitate access to and seek cost-effective solutions for member services.</p> <p>1.3 Develop and maintain a proactive and responsive environment.</p> <p>1.4 Develop and support FPA employee safety, professional development, and positive work environment.</p>
<p style="text-align: center;">Goal 2:</p> <p style="text-align: center;">Enable and deliver quality production support</p>	<p>2.1 Develop and maintain state-of-the-art facilities to support FPA's mission</p> <p>2.2 Provide an outlet for distribution of member-driven content</p> <p>2.3 Enable the creation and production of diverse member programming.</p>
<p style="text-align: center;">Goal 3:</p> <p style="text-align: center;">Expand FPA's community's reach</p>	<p>3.1 Proactively promote FPA's services, facility, and customer service.</p> <p>3.2 Increase membership participation and involvement.</p> <p>3.3 Seek and maximize community and business partnering relationships and opportunities.</p> <p>3.4. Cultivate and nurture key strategic partnerships.</p>

FPA Strategic Goals and Objectives Framework

1. FPA Strategic Goal 1: Operate FPA with integrity, diligence, and responsiveness

- 1.1 Conduct FPA business with integrity and financial diligence.
- 1.2 Facilitate access to and seek cost-effective solutions for member services.
- 1.3 Develop and maintain a proactive and responsive environment.
- 1.4 Develop and support FPA employee safety, professional development, and positive work environment.

2. FPA Strategic Goal 2: Enable and deliver quality production support

- 2.1 Develop and maintain state-of-the-art facilities to support FPA's mission
- 2.2 Provide an outlet for distribution of member-driven content
- 2.3 Enable the creation and production of diverse member programming.

3. FPA Strategic Goal 3: Expand FPA's community's reach

- 3.1 Proactively promote FPA's services, facility, and customer service.
- 3.2 Increase membership participation and involvement.
- 3.3 Seek and maximize community and business partnering relationships and opportunities.
- 3.4. Cultivate and nurture key strategic partnerships

FPA Strategic Goals and Objectives, 2019 - 2021

1. **FPA Strategic Goal: Operate FPA with integrity, diligence, and responsiveness**
 - 1.1. **Conduct FPA business with integrity and financial diligence.**
 - 1.1.1. **Implement a written Code of Conduct applicable to FPA Board, Executive Leadership and Staff.**
 - 1.1.2. **Provide a whistle-blower policy statement to the Board.**
 - 1.1.3. **For financial diligence, ensure that all purchase orders have the right approval, detailed description of items purchased and have all original documents required attached (e.g. invoice, packing slip and quote if applicable).**
 - 1.1.4. **Before making equipment purchases, ensure that all parties involved communicate the specific requirement, and how the equipment will be used. Develop an *interdepartmental strategic plan* to be followed when introducing a major new piece of equipment.**
 - 1.1.5. **For financial diligence, make sure multiple bids are taken on major projects and purchases. All payments must be an associated valid form W-9 for each vendor. An IRS form 1099 will be sent to all independent contractors who receive total payments of \$600.00 or above from FPA within a calendar year.**
 - 1.1.6. **Monitor pending governmental actions, which could potentially impact FPA, at federal, State and local levels, and strategically and proactively respond to such in order to ensure a legislative and regulatory environment that diligently protects FPA best interests and financial support.**
 - 1.1.7. **To ensure training discipline, establish a Training Department expenses and revenue budget each fiscal year. Seek financially conservative solutions in all areas. Evaluate and justify any recurring fees and expenses**
 - 1.1.8. **For internal control, continue separation of duties in disbursement of funds, in a manner that ensures no potential for fraud or abuse.**
 - 1.1.9. **Have all account purchase orders (e.g. Amazon.com, Credit Card, Home Depot, Office Depot, etc.) on file with the proper documentation ready to pay when statement arrives.**
 - 1.1.10. **For financial diligence, all purchases that exceed**

\$500 and have a useful asset life meeting our capitalization policy will be capitalized and depreciated over the estimated useful life of the asset as defined and established by generally acceptable accounting principles (GAAP).

- 1.1.11. When developing the budget, work together with all department heads to collect input regarding the needs of each department.**
- 1.1.12. Adhere to allotted departmental budget and review all financial purchases, salary requests, etc. with the Executive Director and Accounting.**

1.2. Facilitate access to and seek cost-effective solutions for member services.

- 1.2.1. If financially feasible, seek to keep membership and course fees at the current levels for County members, and, if necessary to increase fees, seek to do so at a reasonable amount. For member related savings, encourage participation and volunteerism by offering class credit discounts.**
- 1.2.2. Rework website to make it possible for members to pay for classes and fill out electronic forms for submission. (As background, this is part of the larger project of the new database system that must be completed first.**
- 1.2.3. Develop long-term solution for our members to submit shows electronically from home.**
- 1.2.4. Research partnerships with vendors, service providers, and others for discounted services for FPA members.**
- 1.2.5. Continue to provide online access to digital copies of key equipment manuals.**
- 1.2.6. Continue to promote Friday Night Live or an alternative mentoring program, expand to include more members and networking opportunities.**
- 1.2.7. Offer payment over the phone services for Staff Production producers to pay for their invoices.**
- 1.2.8. Survey members about their needs and desires (including needs and desires for equipment) and evaluate if it is reasonable to implement such in a cost-effective manner**

1.3. Develop and maintain a proactive and responsive environment.

- 1.3.1. Hold ADP courses for the staff on specific issues that come up and need to be addressed, including communication training across all departments.**
- 1.3.2. Hold regular staff meetings. Goal of quarterly all-staff**

meetings. Continually remind staff of importance of customer service.

1.3.3. Notify members through Red Card System when key equipment is down for maintenance.

1.3.4. Expand use of notifications and feedback options using MailChimp, Survey Monkey and other social media tools.

1.4. Develop and support FPA employee safety, professional development, and a positive work environment.

1.4.1. Create an FPA Safety Report.

1.4.2. Hold First Aid and CPR classes for the staff every 2 years.

1.4.3. Hold at least one off-site or on-site team-building event each year.

1.4.4. Finalize new personnel manual for presentation to Board

1.4.5. Research the viability of offering new computer courses to attract additional members (e.g. Photoshop, Illustrator Adobe Animate).

1.4.6. Install fire alarm.

1.4.7. Develop written procedures for fire drills, active shooter and natural disasters evacuation procedures.

1.4.8. Research possibilities and practicality of more healthy options in the break room. Provide the opportunity for employees who would like to discuss matter with HR. Follow up with such employee in a timely manner.

1.4.9. Maintain personnel privacy. Keep conversations private. Involve appropriate external personnel if needed.

1.4.10. Be open to suggestions that employees bring forward for a more pleasant work environment.

1.4.11. Research establishment of separate break room for employees to eat lunch.

1.4.12. Schedule more training for managers on legally defensible hiring procedures.

1.4.13. Encourage staff to continue to take Lynda, ADP and other applicable courses for their professional development. As background, non-manager employees are allocated annually \$1,000 and each manager has a \$2,000 budget for personal development.

1.4.14. More clearly define roles within the organization.

2. Strategic Goal: Enable and deliver quality production support

2.1. Develop and maintain state-of-the-art facilities to support FPA's mission.

- 2.1.1. Continue development of a CRM system to replace Facil and other systems. Process is already underway, with a goal of implementation by**
- 2.1.2. Maintain the FPA building facilities consistent with applicable rules and regulations.**
- 2.1.3. Conduct operations meetings as required to ensure quality support.**
- 2.1.4. Put greater emphasis on technologies and equipment that are the best fit for our public access community members, rather than the most sophisticated technologies.**
- 2.1.5. Maintain existing equipment, and make it easy for members to use, while providing more training options if needed.**

- 2.2. Provide an outlet for distribution of member-driven content.
 - 2.2.1. Ensure the continued allocation of cable channels to FPA by cultivating and maintaining excellent and cordial relationships with the cable systems operating in Fairfax County and with the County.
 - 2.2.2. Seek carriage of all four FPA channels by Comcast Reston. [NOTE: Currently, Comcast Reston only carries three FPA channels]
 - 2.2.3. Work with the County and our strategic partners to secure HD format channels from Verizon for distribution of FPA member program content.
 - 2.2.4. Work with County and strategic partners to advance and protect best cablecasting of FPA members program content by seeking guarantees of the provision of advanced program distribution formats, such as 4K.
 - 2.2.5. Make it easier to promote FPA channels (and the programming carried on these channels) by attempting to maintain their current channel numbers on Verizon and Cox (all channel numbers being identical on both cable systems).
- 2.3. Enable the creation and production of diverse member programming.
 - 2.3.1. Strongly adhere to established policies and practices protecting our producers' First Amendment rights to produce programming reflecting their diverse individual views. Create an environment in which individuals do not feel unwelcome because of the viewpoints of their programs or proposed programs.
 - 2.3.2. Ensure the continued funding of production facilities and equipment and means of distribution.

2.4.

3. Strategic Goal: Expand FPA's community reach

- 3.1. Proactively promote FPA's services, facility, and customer service.
 - 3.1.1. Devise at least three new, innovative ways to recruit new members and put into practice.
 - 3.1.2. Devise ways to measure results, in increased attendance at FPA orientation or other measurable response, from FPA participation (including participation featuring FPA equipment) at community events, such as Celebrate Fairfax, A Taste of Reston, the Merrifield Festival and others.
 - 3.1.3. Explore new ways to promote or advertise FPA, while continuing with current community promotion activities, including ACE catalog, Fairfax County Partakes Magazine,

- County library distribution of FPA class schedules.
- 3.1.4. Engage in a branding campaign by an outside firm specializing in such.**
- 3.1.5. Continue to explore options for partnerships with local organizations to help FPA’s mission (e.g. GMU, NVCC, FCPS)**
- 3.1.6. Create more packages for social media and website.**
- 3.2. Increase membership participation and involvement.**
 - 3.2.1. Staff to support thDirector of Member Development to continue to hold MEET & GREET events for producers and volunteers, in order to enable networking to facilitate television crew development and other benefits. Goal of at least three MEET & GREET events per year.**
 - 3.2.2. Continue developing Friday Night Live events.**
 - 3.2.3. Encourage brand ownership by making members feel more a part of the organization by including them in social media posts.**
- 3.3. Seek and maximize community and business partnering, relationships and opportunities.**
 - 3.3.1. Set revenue goals for outside paying production clients.**
 - 3.3.2. Make local business aware of us through advertising subsequent to a branding campaign.**
 - 3.3.3. Evaluate viability of producing PSAs in STUDIOS for other non-profit organizations in a manner that is not in conflict with our non-discriminatory public access mandates.**
- 3.4. Cultivate and nurture key strategic partnerships.**
 - 3.4.1. Strengthen ties with cable systems providing funding and allocation of cable channels to FPA; the County; the citizens commission having oversight of cable television matters; and our sister cable fund recipients (e.g. Fairfax County, Fairfax County Public Schools, George Mason University and Northern Virginia Community College).**
 - 3.4.2. Ensure strategic partners, community organizations and news Media are informed of special FPA programming initiatives.**

Monitoring and Evaluation of the Strategic Plan (Sample)

Responsibilities and Frequencies for Monitoring and Evaluation

Plan section, goals, etc.	Completion date	Responsibility	Written description of results to:

Monitoring and evaluation activities will consider the following questions:

1. Are goals and objectives being achieved or not? If they are, then acknowledge, reward and communicate the progress. If not, then consider the following questions.
2. Will the goals be achieved according to the timelines specified in the plan? If not, then why?
3. Should the deadlines for completion be changed (be careful about making these changes -- know why efforts are behind schedule before times are changed)?
4. Do personnel have adequate resources (money, equipment, facilities, training, etc.) to achieve the goals?
5. Are the goals and objectives still realistic?
6. Should priorities be changed to put more focus on achieving the goals?
7. Should the goals be changed (be careful about making these changes -- know why efforts are not achieving the goals before changing the goals)?
8. What can be learned from our monitoring and evaluation in order to improve future planning activities and also to improve future monitoring and evaluation efforts?

Appendix A: Duties and Responsibilities

FPA Board of Directors	Executive Director	FPA Staff
At minimum, review the Strategic Plan twice per year.	Provides status updates	Supports the Plan
Monitors progress	Monitors progress	
Receives orientation regarding Board member responsibilities, strategic direction, legal requirements, and conflict of interest		Has unrestricted access to the plan
Works with the Executive Director to assign resources for accomplishing tasks	Works with the Board to assign resources for accomplishing tasks	
Solicit input from the communities and constituencies they represent	Solicit input from the communities and constituencies he represents	
Performs assigned tasks	Performs assigned tasks	Performs assigned tasks
Accountable for the execution of the plan	Accountable for the execution of the plan	Accountable for the execution of the plan
Provides a platform to receive information about the organization and program issues	Communicates to the Board about the organization and program issues	Communicates to the Executive Director about the organization and program issues
Informs the membership of the strategic vision and the progress made in implementation	Informs the FPA staff of the strategic vision and the progress made in implementation	

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