

*NOTE: In the fourth quarter of 2014, Teresa Martin was officially named Executive Director of Lower Cape Community Access Television. This report summarizes activities from that time through April 2015, as reported to the Annual Meeting of the Membership.*

***Letter from the Executive Director  
Reporting to the Membership of Lower Cape Community Access Television, Inc.  
On the Organization's Business and Operational Activity***

30 April 2015

Dear Members,

In the Fall of 2014, I took the helm of Lower Cape Community Access Television (LCCAT), our 501c3 non profit organization that runs public access channel 99 and education channel 22 for the region of Brewster, Eastham, Orleans, Wellfleet, and Truro.

At that time, the organization had been without the services of a director for a number of months; thus my first management focus was assessment and stabilization of core operational functions, to be followed by a planned and thought-out execution of needed upgrades and adjustments.

With collaboration from our Board of Directors, we crafted an approach that looked at each element of the organization, beginning with core video systems and working through technology infrastructure, physical plant use, businesses processes, staffing and structure, partnerships and relationships, content development, education and training, and organizational strategy.

**Phase 1**

During the first 90 days we made extensive progress in the following areas:

1. Technology & Systems.

Systems documentation, stability, and planning. Specifically, we stabilized the core Cablecast system, stabilized the business computers, developed a plan for retiring outdated public editing workstations, and completed an exhaustive inventory of existing equipment.

2. Physical Plant.

Physical Plant review and planning. Specifically, we identified core needs and developed a short term and long term plan to improve the physical plant to allow better service to our communities.

3. Business Processes.

Business process analysis and enhancements. Specifically, we looking at a variety of process processes, including accounting and equipment management, and began a process for improving their efficiency. We also look at processes for communication, branding, marketing, and outreach.

4. Staffing & Structure

Organizational staffing and structure analysis. Specifically, we looked at the needs from an organizational structure perspective and began the process of defining functions, understanding organizational and community (aka, "market") needs, and strategies for filling those needs.

5. Partnerships & Relationships

Organizational collaborations, community relationships analysis. Specially, I began a listening tour, visiting with and hearing about perceptions, needs, wishes, and ideas from both individuals and a wide variety of organizations within the community vis a vis LCCAT. I also began a process of listening to and observing media access programs across the county to garner additional ideas and explore collaborative activities.

#### 6. Content

Understanding and supporting the creation and delivery of many different types of voices and content. Specifically, I drew upon the listening tour to better understand what the community felt was missing, to recruit additional voices, and to understand where the bottlenecks to content create might lie.

#### 7. Education & Training

Teaching. As a core component of LCCAT's mission lies in helping people develop the skills to create a voice, we also extended the listening tour to better understand how to offer education and training opportunities that would engage and excite people and make it as easy as possible for them to begin creating their own voice. In addition, given our location within the school, we also began to clarify internship and independent study opportunities with students.

#### 8. Organizational strategy

Tying it all together. From this research, we began to develop a mid and longer range strategy for organization stability, sustainability, growth, and engagement.

### **Phase 2 (current)**

During the second 90 days and continuing to the current date, we built upon our analysis and stabilization work and began to execute on the following:

#### 1. Systems.

- Upgraded public editing equipment to current Mac platforms;
- Enhanced system security;
- Brought (and continue to bring) wired and wireless networks to current standards;
- Negotiated fiber contracts to install needed infrastructure;
- Standardized office applications;
- Stabilized financial application workstation;
- Documented (and continue to document) systems procedures;
- Developed (and continue to develop) environment for public video editing use;
- Began to develop (& continue to develop) capital plan for longer-term system and video gear upgrades.

#### 2. Physical Plant

- Upgraded Tricaster room with safer and more suitable desktop for Tricaster gear;
- Cleaned, painted, and professionalized Tricaster room space;
- Repurposed gear to create a visual view of the studio from the Tricaster room;
- Upgraded the audio to 24-channel board; added wired and wireless audio options in the studio;
- Cleaned and reorganized the studio;
- Upgraded (and continue to upgrade) the studio by professionalizing studio lighting to ensure both safety and increased production quality;
- Developed (and continue to develop) plans for camera upgrades;
- Set up space for community editing (with additional work to be done in this area);
- Analyzed office space needs (with additional work to be done in this area).

#### 3. Business Processes

- Redefined roles so that skill sets more closely aligned with tasks, especially in the financial area;
- Worked closely with treasurer to migrate to QuickBooks for nonprofits;
- Worked closely with treasurer to establish initial work toward cost accounting;
- Established procedure for purchasing process;
- Developed communication strategies for better connecting with Board of Directors;
- Began to develop (& continue to develop) tools for data management, scheduling, and data tracking;
- Developed (& continue to develop) tools and processes for circulating gear.

#### 4. Staffing and Structure

- Began minor structural changes in task assignments;
- Make (& continue to make) recommendations for structural changes to enable organization to better achieve its mission and goals with its community.

#### 5. Partnerships and relationships

- Listening tour continues!
- Based on feedback, expanded relationships with a variety of organizational partners, including the school district, the National Park Service, libraries, and sister PEG stations (this process has just begin and will be an ongoing focus);
- Drafted concepts and funding plans for desired content as expressed by the community (ex: local news, local arts, non-profit support, school sports);
- Began (and continue to) identify tools and processes for strengthening LCCAT community and member relationships.

#### 6. Content

- Began (& continue with) active recruitment of new producers;
- Began (& continue with) analysis of programming structure;
- Began (& continue with) analysis of delivery formats in addition to traditional station, based on community feedback.

#### 7. Education & Training

- In April, completed of first “Production Introduction” class over four Saturdays;
- Draft (& continuing to draft) additional short, in-depth workshops focused on specific topics – for example, early summer will feature a 2-3 hours studio camera workshop
- Plan (& continue to plan) for reprise of Production Introduction in the Fall
- Collaborate (& continue to develop) educator/district workshop series
- Established, with Nauset Regional High School, policy and process for internships and independent studies.

#### 8. Organizational strategy

- Begin (& continue with) mid and long term planning for systems, infrastructure, physical plant use, businesses processes, staffing and structure, partnerships and relationships, content development and education and training, to balance community needs and organizational stability and sustainably.

### **Summary**

It has been a bit of whirlwind seven months, and I’d like to thank all of those across the community who have shared wisdom, complaints, insights, hopes, goals, and their much appreciated time with me!

I truly believe that all healthy communities contain a place in which members can communicate, connect, create, collaborate and share. Together, I look forward to working with all of you to help

LCCAT be part of that place of connection, as we grow our organization into a true community resource that in turn supports a stronger, healthier, and more engaged community on this very special Cape that is a part of us all.

Yours truly,

Teresa A. Martin  
Executive Director  
Lower Cape Community Access Television