

PEOPLE POWERED MEDIA

PHILLYCAM

STRATEGIC PLAN – 2021-2024



APPROVED 1/21/2021

OVERVIEW

BUILDING POWER IN PEOPLE AND COMMUNITIES THROUGH MEDIA MAKING

PhillyCAM was born out of activism. Its founders fought a thirty-year-long battle to claim the right for Philadelphia to establish a public access television station as called for in a City Council ordinance and cable franchise agreements. A decade in, PhillyCAM has become a meaningful alternative to corporate media centering the telling and sharing of stories of lived experience. It is a people-owned product of the imagination and sweat equity of everyday Philadelphians.

This strategic plan was created at a time of worldwide disruption. Locally, the pandemic has hit hard, forcing shutdowns that periodically have halted so much of what breathes life into the PhillyCAM experience. The hallmark of PhillyCAM's evolution has been as a vibrant, in-person community space that hosts intentional and spontaneous opportunities for people to learn with and from others.

The pandemic has been accompanied by heightened disparities in health equity, social isolation and political divisiveness. Communities are struggling with loss of employment, economic volatility and natural disasters wrought by climate change. This has been a time of civil unrest, peaceful protests against racial injustice, and insurrection.

Now more than ever, this is a time when people's voices must be lifted up, shared, and heard. PhillyCAM challenged itself to reflect on its historic role as community connector, advocate and center of learning. What does that mean today and in a post-COVID environment? Recognizing the heart of its work – building power in people and communities through media making – has crystalized the following four goals:

Representative Access, Power & Culture

- Equity in opportunities to make and share stories
- Community exploration of cultural, social and civic issues
- A culture of openness, agency and care.

Amplified Storytellers

- More informed content creation and distribution
- Building competencies and employable skills of people in communities

A Sustained Base of Awareness, Engagement & Support

- Appreciation of PhillyCAM content
- Acknowledgement and funding for community media's role in the media ecosystem
- Elevated focus on generating resources for PhillyCAM

Enhanced Capacity

- Heightened Board presence and self-accountability
- Affirmative systems to sustain staff cohesion and capacity
- Long-term financial sustainability

GUIDING PRINCIPLES

OUR VISION – PEOPLE POWERED MEDIA

We envision an equitable society in which media reflects and represents our communities, builds community power, and enables all people to have access to media tools to critically analyze media and to participate in media creation.

OUR MISSION

PhillyCAM provides transformative opportunities for people and communities to express themselves, to learn from each other, and to produce and share media reflective of the experiences of everyday people.

OUR COMMUNITY MEDIA STRATEGY

PhillyCAM's people-driven, non-commercial, public access work is done in community. It is committed to continuous learning, reflection and making space for others. It encourages empathy between neighborhoods, hyperlocal stories and conversations.

PhillyCAM's track record and infrastructure – studios, equipment, cable tv and radio platforms – position it to advance authentic storytelling and help build a more representative media ecosystem.

OUR CORE VALUES

Belief statements must be proven through conduct. The Board and Staff offer the following values with humility and the invitation for others to hold us accountable through dialogue and active participation in the PhillyCAM community.

We believe:

- All people have a right to equal **ACCESS** to media tools, knowledge and broadcast platforms
- **COLLABORATION** produces compelling results when people build trust and relationships and work toward common goals
- **LITERACY** equips people to be in control of their interpretation of media messages and increases their awareness of the potential for media to spark change
- Informed and intentional **REPRESENTATION** enables those who currently are underrepresented or misrepresented to see themselves embodied in media
- Fighting for **SOCIAL JUSTICE** means disrupting the dominant structures that limit the range of voices, and dispelling the narratives that perpetuate preconceived notions and misinformation

GOAL 1: REPRESENTATIVE ACCESS, POWER & CULTURE

People powered media calls for people powered communities. To build equity into opportunities for telling and sharing stories, PhillyCAM will intensify its focus on increasing access to as well as the availability and use of media resources. Outward facing activities and partnerships will be grounded in leading community dialogue and conversation, sustaining

community (vs. corporate) news programming, and building neighborhood-based knowledge and engagement. Informed by equity and inclusion training, the PhillyCAM Board and Staff will be accountable for shaping a culture where people’s interactions come from a place of community care and respect for every individual.

OBJECTIVES	KEY PERFORMANCE INDICATORS (KPIs)	MAJOR INITIATIVES
1.1 TO ENSURE THAT ALL PEOPLE HAVE EQUITY IN THEIR OPPORTUNITY TO MAKE AND SHARE THEIR OWN STORIES	<ul style="list-style-type: none"> ● Member demographics ● # of women, BIPOCs, people with disabilities and LGBTQ+ folks engaging with PhillyCAM activities as partners, subjects or viewers/listeners 	<p>1.1.1 Breaking down barriers to access to PhillyCAM due to language, financial need, mobility, age or ability</p> <p>1.1.2 Expanding the availability and use of PhillyCAM’s space, platforms, channels and website</p>
1.2 TO BUILD COMMUNITY POWER THROUGH THE EXPLORATION OF CULTURAL, SOCIAL AND CIVIC ISSUES	<ul style="list-style-type: none"> ● # of people contributing to and # at PhillyCAM-sponsored conversations ● Nature of issues covered ● # and location of satellite/ remote/mobile activities 	<p>1.2.1 Building informed and motivated communities through dialogue and conversation</p> <p>1.2.2 Leveraging partnerships to strengthen and sustain a community news program</p> <p>1.2.3 Deepening relationships with selected allies and anchor organizations for neighborhood-based activities and training</p>
1.3 TO ENHANCE PHILLYCAM’S CULTURE OF OPENNESS, AGENCY AND CARE	<ul style="list-style-type: none"> ● # of members ● Member retention rate ● Nature of grievance submissions and resolutions ● Viewer feedback ● Key responses within annual member survey ● Focus group feedback 	<p>1.3.1 Designing equitable and transparent systems for input and feedback so people feel they can speak up and that they would be heard</p> <p>1.3.2 Providing training to Staff, Board and members around conflict resolution, identity affirmation, anti-racism and anti-sexism</p> <p>1.3.3 Sharpening policies and practices to support a diverse group of people in engaging and being treated with respect and fairness</p>

GOAL 2: AMPLIFIED STORYTELLERS

Too often people don't recognize the wealth of creativity and insights that are natural to them and their communities. Mainstream society works against further self-discovery by marginalizing voices that don't fit neatly into the conventional agenda. To support the individual storyteller and media maker, PhillyCAM will intensify its offerings for learning and

teaching. Whether a person wants to use their voice for self-expression or social justice (or both), PhillyCAM will assist them in their journey to feeling equipped and empowered to trumpet their experiences, their truth to the public. PhillyCAM will deepen training and connections for people who set their sights on media making as a profession.

OBJECTIVES	KEY PERFORMANCE INDICATORS (KPIs)	MAJOR INITIATIVES
2.1 TO FACILITATE MORE INFORMED CONTENT CREATION AND DISTRIBUTION	<ul style="list-style-type: none"> ● # of people taking classes ● # of media literacy focused trainings ● # of members contributing to content creation ● # of mentorship relationships ● Array of programming produced ● # of programs archived 	2.1.1 Incorporating media literacy principles into all curriculum and programs
		2.1.2 Enhancing opportunities for creative exploration and knowledge exchange through workshops, fellowships and engagement activities
		2.1.3 Establishing a collaborative system to capture, share and protect stories and the work of the cultural community
		2.1.4 Keeping pace with technology as it evolves to continually support media makers
2.2 TO BUILD THE COMPETENCIES AND EMPLOYABLE SKILLS OF PEOPLE IN COMMUNITIES	<ul style="list-style-type: none"> ● % of membership with key competencies ● # of certified producers ● # of members hired to work on PhillyCAM productions or referred for employment, recommendations written ● # of production service contracts ● # of tech demos, industry networking opportunities 	2.2.1 Deepening each person's storytelling and technical skills as they grow and develop in their media making
		2.2.2 Enlisting skilled producers, reflective of the community, as mentors
		2.2.3 Developing trainings and partnerships to support the formation of a skilled workforce of media makers, facilitating a pipeline to potential opportunities, and building a network of industry partners

GOAL 3: A SUSTAINED BASE OF AWARENESS, ENGAGEMENT & SUPPORT

Storytellers need to find and reach their intended audience. To raise awareness and build a sustained viewer/listener base, PhillyCAM will intensify its promotion and distribution of content. It is critical to understand PhillyCAM’s full reach and how people and communities are affected and supported by PhillyCAM’s work. This understanding will enable PhillyCAM to

contribute more pointedly to strengthening community media at local, regional and national levels. To ensure its own sustainability, PhillyCAM will prioritize building relationships with policymakers, funders, and individual donors to build greater engagement and attract much needed recurring resources.

OBJECTIVES	KEY PERFORMANCE INDICATORS (KPIs)	MAJOR INITIATIVES
3.1 TO BUILD APPRECIATION OF PHILLYCAM CONTENT	<ul style="list-style-type: none"> ● % increase in views for online content ● # downloads of Localeyz app ● # of subscribers to content-specific newsletters ● # of member referrals ● # of members leading as spokespersons 	<p>3.1.1 Enhancing the distribution of PhillyCAM content across multiple channels, platforms, outlets so that people’s voices are heard within and outside their networks</p> <p>3.1.2 Deepening engagement in programs by using PhillyCAM’s core values to guide interactions</p> <p>3.1.3 Centering members as spokespersons and neighborhood reps to serve as ambassadors for PhillyCAM</p>
3.2 TO HEIGHTEN AWARENESS OF COMMUNITY MEDIA’S ROLE IN THE MEDIA ECOSYSTEM	<ul style="list-style-type: none"> ● # of awards and recognitions for content ● # of times Staff, Board or members are invited to present PhillyCAM 	<p>3.2.1 Conducting qualitative assessments to understand and document the impact and reach of PhillyCAM’s programs and producers in communities</p> <p>3.2.2 Connecting with peers nationally and internationally to contribute to increased recognition of community media producers and organizations to leverage our collective impact</p>
3.3 TO RAISE KNOWLEDGE AROUND AND FOCUS ON INCREASING RESOURCES FOR PHILLYCAM	<ul style="list-style-type: none"> ● # of touches with selected officials/ policymakers ● \$ in franchise agreements ● % of operating budget is contributed income ● # of individual donors ● \$ from new funders 	<p>3.3.1 Advocating to elected officials and policymakers for strong protections to safeguard community media and promote digital inclusion</p> <p>3.3.2 Prioritizing the development of plans, messages and actions to attract and support new individual and institutional donors</p>

GOAL 4: ENHANCED CAPACITY

PhillyCAM’s commitment to members and the community at large is unbounded but capacities are limited. To maximize how people’s talents are supported and utilized, PhillyCAM will develop intentional systems and practices. Committee-based leadership will further the Board’s self-accountability,

advocacy for resources, and visible presence in the PhillyCAM community. The alignment of strategy and operational planning will facilitate greater staff cohesion. Focusing on the longer-term positioning of assets, investments, and operating cash will complement efforts to generate new resources.

OBJECTIVES	KEY PERFORMANCE INDICATORS (KPIs)	MAJOR INITIATIVES
4.1 TO STRENGTHEN THE BOARD’S SELF-ACCOUNTABILITY	<ul style="list-style-type: none"> ● Board retention rate ● Board diversity ● % of Board who donate ● # of donors introduced by the Board ● # of group learning and trainings offered ● % of Board attending PhillyCAM events ● % of Board repping PhillyCAM at other events 	4.1.1 Increasing the presence of Board members in the PhillyCAM community as well as the visibility of their roles as policymakers, stewards, door openers, and network activators
		4.1.2 Refining the recruitment process so it is year-round and deliberate in attracting people with additive skills/perspectives
		4.1.3 Embedding group learning, leadership development, self-assessment and succession planning into Board practices
		4.1.4 Clarifying Board committee roles, relationships and communications with staff and with other volunteers
4.2 TO ADOPT AFFIRMATIVE SYSTEMS TO SUSTAIN STAFF COHESION AND CAPACITY	<ul style="list-style-type: none"> ● # of professional development opportunities offered ● Staff retention rate ● Key responses within Staff survey ● Timeliness of evaluations 	4.2.1 Orchestrating professional growth and advancement as well as enhanced digital capacity, space, tools and personnel
		4.2.2 Refining hiring, compensation, evaluation and other personnel policies to demonstrate a commitment to equitable practices
		4.2.3 Using data to help inform the development, evaluation, and refinement of operational processes and systems
4.3 TO BUILD LONG-TERM FINANCIAL SUSTAINABILITY	<ul style="list-style-type: none"> ● # days of cash on hand ● \$ of invested funds 	4.3.1 Establishing a process of multi-year budgeting and diversified investment
		4.3.2 Incorporating financial literacy for staff into ongoing training
		4.3.3 Prioritizing sourcing and working with local, women, and BIPOC vendors

STRATEGIC IMPLEMENTATION

COMMUNICATING THE PLAN

PhillyCAM's strategic thinking will be shared with members and other stakeholders to invite their engagement in advancing the plan. The strategic plan will inform PhillyCAM's messaging and partnerships and help articulate a case for support.

TRANSPARENT & FLEXIBLE TOOL

Implementation of the strategic plan is grounded in a continuous cycle of learning, action, assessment, adjustment, and reflection. This document is an important anchor and flexible tool for focusing and refocusing energies. When needed, PhillyCAM will shift direction or capitalize on newfound opportunities. Some initiatives are contingent upon having the financial and human resources in place for planning and execution.

EVALUATION & ACCOUNTABILITY

An annual review of the plan in light of internal and external landscapes will aid assessment of progress and inform refreshed priorities as warranted. When the third year of the plan nears, PhillyCAM will determine if it's best to refine the existing plan or embark upon a new planning process.

The strategic objectives will guide the nature and scope of full Board and committee meetings. Board members will be called upon to be active participants in committees in order to advance the plan at a strategic level. They also will be called upon to activate their personal and professional communities, be advocates for media policy issues, and be a visible presence in the PhillyCAM community.

PhillyCAM is intent on advancing its mission significantly by the end of this strategic plan. "Key Performance Indicators" have been determined for each objective to assist Board and Staff reflection on progress toward the intended outcomes. The Key Performance Indicators are quantitative and work in tandem with qualitative measures of success. At the management level, Staff also will maintain a dashboard as a tool for tracking progress and trends.