HARBOR MEDIA
CAPTURE. CREATE. SHARE.

STRATEGIC PLAN
Jan 2026 – Dec 2028

Prioritizing PEG Services, Municipal Partnerships & Contract Stability

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Current State of the Industry

Traditional cable revenue is atrophying 3-5% annually with a MA streaming bill pending a state legislature vote in 2026 to potentially augment PEG TV funding - bill has received favorable polling but passage and implementation remain questionable Situationally, the town of Hingham has not held unused cable funds but Harbor Media holds nearly $400,000 in reserve (less than one year's operating expenses). The town of Norwell holds approximately $1M of operating cable funds in reserve.

Harbor Media was founded as a nonprofit organization in 2011 and endeavors to provide the highest quality PEG TV programming and services for both the towns of Hingham and Norwell. As annual expenditures increase, particularly facilities and staff/benefits, and cable funding decreases, expenses will be evaluated, resources prioritized (staff and facilities), and augmented funding and investment strategies implemented.

What PEG TV/Community Media Provides

- Independent capture/government transparency instrumental to local civic awareness and participation
- Archival coverage of town history
- Educational programming

- Hyperlocal news and information
- Media literacy and training, tools to facilitate local storytelling

Cable Funding Trends

Note: Hingham provides 95% of total cable funding; Norwell funded at $200,000 (2019, 2020) then $240,000 (2021-2023) and now $270,000.

Year	Hingham	Norwell
2021	**$536,779**	**$233,784**
2022	**$529,699**	**$192,299**
2023	**$526,697**	**$267,891**
2024	**$515,926**	**$230,881**
2025	**$493,086**	**$238,722**

Programming Trends (hours)

Hingham	Public	Education	Government	Totals
2022	83	36	318	437
2023	86	30	328	444
2024	68	31	399	498
2025	80	63	411	554

Norwell	Public & Education	Government	Totals
2022	43	311	354
2023	104	341	445
2024	154	371	525
2025	128	494	622

Goal Summary

1. Deliver exceptional PEG TV services

2. Preserve municipal contracts
3. Maximize operational excellence
4. Fiscal Responsibility and revenue diversification

GOAL 1: Deliver Exceptional, Compliant, and Community-Focused PEG TV Services

Objective 1.1
Maintain full PEG compliance and meet or exceed all obligations under the Hingham & Norwell service contracts.

Strategy 1.1A
Government Programming

Tactics:

- Guarantee coverage of all required meetings (Select Board, School Committee, Planning, Advisory, etc.); note requested meetings and variety of locations is increasing which has an obvious effect on budget and staff allocation.
- Improve meeting reliability with new equipment and maintenance schedules.
- Expand remote meeting coverage capacity (Zoom, hybrid setups, backup systems).
- LIVE coverage via TV channels, live web stream, iOS app

Strategy 1.1B
Educational Programming

Tactics:

- Regular coverage of Hingham & Norwell school events and features.
- Offer student production classes through schools and town recreation departments.
- Facilitate school produced/contributed programming to air on local channels.

Strategy 1.1C
Enhance Public Access Opportunities for Both Towns

Tactics:

- Provide open studio hours for residents, businesses and nonprofits. Note open studio hours require staff monitoring and assisting.
- Offer training and equipment loaning for cameras, audio, editing, and studio production utilizing a simplified onboarding process form and training calendar.

GOAL 2: Preserve & Strengthen Harbor Media's Municipal Partnerships

Objective 2.1
Achieve 100% renewal of town service contracts in 2027 with strong municipal satisfaction.

Strategy 2.1A
Enhance Transparency & Communication with Town Leadership

Tactics:

- Discuss and prioritize coverage areas with town administrators and select boards for loss of cable funding mitigation.

- Evaluate the need for monthly delivery of performance reports to Hingham & Norwell town administrators and cable committees (usage metrics, uptime, programming volume).

- Present annual "State of Harbor Media" to Select Boards and Town Administrators.

Strategy 2.1B
Strengthen Regionalization Success Between Hingham & Norwell

Tactics:

- Document cost savings and efficiency improvements from the two-town model.

- Identify and share programming to enrich channel viewership.

Strategy 2.1C
Develop Proactive Risk Mitigation Plans

Tactics:

- Formalize staff back up and redundancy for government meeting coverage as well as education and public programming events.

- Maintain cross training for infrastructure and equipment reliability.

GOAL 3: Operational Excellence & Reliability

Objective 3.1
Ensure consistent, high-quality production standards across all PEG channels and livestreams.

Strategy 3.1A
Standardize Technical Workflows

Tactics:

- Update production manuals for field shoots, meeting coverage, and studio operations; review employee consistency.

- Implement music rotation and graphics guidelines to avoid repetition and improve branding.

- Conduct quarterly staff training in lighting, audio, drones, multicam switching, and editing.

Strategy 3.1B
Strengthen Digital Distribution Reliability

Tactics:

- Optimize website livestream performance and uptime monitoring.

- Maintain updated VOD library with reliable metadata and captions.

- Continue development and promotion of the Harbor Media iOS app and explore adding Android app and Roku/FireTV consideration in 2026–2027; map to pending MA Streaming Bill passage.

Strategy 3.1C
Maintain a Skilled & Stable Workforce

Tactics:

- Maintain the new employee annual review system, increase compensation for retention/reliability.

- Develop succession planning for key positions (Ops Director, Media Director) as well as prioritizing coverage/programming with cable funding atrophy.
- Increase cross-training for meeting coverage and editing bursts.

GOAL 4: Responsible Revenue Diversification (Supporting PEG, Not Replacing It)

Objective 4.1
Lower expenses and build supplementary income streams that enhance, not distract from, PEG obligations.

Strategy 4.1A
Trim expenses and earn interest on existing funds

Tactics

- Review annual expenses and negotiate/achieve cost-savings where possible.

- Evaluate studio space and facility expenses and compare with municipal options for long-term savings as cable funds decrease.

- Leverage market rate accounts and other options for all active cable funds.

- Review options and utilize CD investments for “savings/master” accounts.

- Review town-held funds and clarify interest accounts and usage for annual operations.

Strategy 4.1B
Grow Harbor Media University (HMU) classes with fee structure

Tactics:

- Build out class offerings with industry professionals on a variety of topics for children, teens, adults.

- Develop one-off classes that could lead to a series of more in-depth classes.

- Partner with groups/organizations who want to rent/teach (ex: Improv Asylum).

Strategy 4.1C
Market Video Production Services and Rentals

Tactics:

- Finalize and promote “sweet spot” production offerings primarily with organizations in Hingham and Norwell; leverage board members and friendlies as beta customers (corporate and nonprofit production packages as well as drone capture, podcast and social media projects).

- Market studio and equipment rental packages with local organizations and production coalitions.

Strategy 4.1D
Strengthen Philanthropic Support

Tactics:

- Film Festival: Launch Harbor Media Film Festival with entry fees & tickets/passes benefiting Harbor Media.

- Sponsorship/Underwriting: Develop community news series and secure sponsorships/underwriting.

- Grants: Mass Cultural Council & Press Forward; enlist partners from local historical societies, environmental partners HMLP, Weir River, NSRWA.

- Fiscal Sponsorship: Evaluate additional fiscal sponsorship relationships with community media organizations (Anchor model).

- Individual Donations: Communicate importance of unique PEG programming; the only distribution of government meetings and public school highlights, high interest community features and events (Fourth of July 10+ episodes annually).