



HARBOR MEDIA

CAPTURE. CREATE. SHARE.

Five Year Strategic Plan

Harbor Media Board of Directors
September, 2020

Building on a Strong Foundation

The past five years has seen tremendous growth for Hingham Community Access & Media, now Harbor Media, in the areas of production, programming, membership, collaboration with town and community partners and the building of a state-of-the-art television studio.

Charting a course for continued growth, the following steps were taken to develop a Five Year Strategic Plan for 2020 - 2025:

- 1) Reviewed survey feedback from Hingham and Norwell town liaisons, members/volunteers, community partners, employees and the board of directors.
- 2) Developed a SWOT analysis based upon survey data.
- 3) Reviewed key performance areas: financial, operations, technology, programming, membership, and community engagement.
- 4) Determined the top goals for each performance area.
- 5) Updated the Harbor Media mission statement to reflect a continued commitment to innovation and hyperlocal programming for Hingham and to include the newly-added Norwell community.



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Harbor Media Mission Statement

Harbor Media is the premiere hyperlocal media content provider for those who live, work and enjoy the communities of Hingham and Norwell. Our team collaborates with citizens to celebrate human diversity, experience lifelong learning, and actively engage in matters of civic importance - we are here to share your story.

To carry this new mission forward, we have identified the following metric-driven goals in key strategic areas:

Financial	Technology	Membership
Operations	Programming	Community Engagement

Goals are measured and reviewed to consistently improve our performance and strengthen our service to the communities of Hingham and Norwell.

Goals for Key Performance Areas

The health of our organization is rooted in fiscal management, ensuring that funds are used to continually enhance programming. The following goals reflect awareness of the possible reduction of cable funds from cord-cutting while developing strategies to increase funding from additional sources.

Financial Goals	Timeline
Spending at or under budget; reduce expenses in areas not being utilized	Month-to-date review; quarterly adjustments; annual budgets
Develop a plan to enhance production (capital and operations) funded from up to 10% of the reserve account each fiscal year, keeping half of the reserve account intact.	Annual
Develop an enhanced membership plan with a fee for service content production model for businesses and nonprofit organizations; Increase non-cable revenue via this new model each year by 10%.	Annual
Proactively market the studio and kitchen area for rental; book at least 5 private filmings; increase annually.	Annual
Apply for 1-3 grants per year.	Annual

Goals for Key Performance Areas

The following goals focus on enhancing productivity and quality ensuring that our level of service to the community increases along with the adoption of new processes. An operations manager position was recently established to implement goals in this area.

Operational Goals	Timeline
Develop and review equipment inventory lists.	Update as equipment is purchased, provide an annual report
Implement employee development programs for cross training and backup of positions as well as industry best practices.	Annual cross-training sessions; weekly operations tip presentations
Complete staff development training programs for safe filming compliance (Covid, other safety concerns) and update annually.	Annual updates
Assess health of cablecast system and town networks; repair as needed.	Annual review and recommendations

Goals for Key Performance Areas

As the premiere hyperlocal media content provider for Hingham and Norwell, technology plays an important role in producing and delivering dynamic content. The goals below outline how existing and new tools can be leveraged to enhance programming and training for the community.

Technology Goals	Timeline
Research and assess new technology tools to enhance programming (ex: animation software, closed captioning) and offer to the community through expanded techniques, training and services.	Annual review
Purchase new cameras, lenses and accessories to support HD programming; assess equipment needs on an ongoing basis.	Quarterly review
Create How-To videos to support community use of equipment and uploading of contributed content.	Quarterly review
Streamline software licenses/agreements and schedule training for all products/services.	Annual review of renewals and training

Goals for Key Performance Areas

Content is king and producing hyperlocal programming that reflects the communities of Hingham and Norwell is the core of our mission. Increasing the diversity and frequency of our programming is imperative to the breadth of storytelling on the channels.

Programming Goals	Timeline
Develop and schedule programming blocks that support a “best-of” HD channel as both Hingham and Norwell will have HD channels within 2021.	Weekly process, annual review.
Create a proactive editorial calendar with weekly and bi-monthly air dates.	Monthly creation and annual review
Increasing monthly unique programming hours to 20 in the first year; increasing the number of unique hours of programming per month by 5 hours each year thereafter.	Annual review
Add 1-2 new interview hosts and broaden diversity of on air talent.	Annual review, plan out quarterly
Develop guides for schools to increase contributed content 3 hours each year.	Annual collaboration with H&N school districts

Develop content review system, track hours of unique PEG production and community-contributed video.	Monthly production sheet reviews, total content hours each month
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Goals for Key Performance Areas

Public access television is community-based and our members play an integral role in sharing the ideas and talents that drive programming. Our staff, equipment and facilities are all here to serve and nurture membership and the creation of hyperlocal stories.

Membership Goals	Timeline
Diversify membership demographics through broader engagement and inclusion of marginalized groups.	Annual review
Develop membership model to offer no charge, annual fee and business/organization tiers.	Annual review
Increase membership by 10% each year.	Quarterly review
Increase member-generated content by 5 hours per year.	Annual Review

Goals for Key Performance Areas

Our efforts to produce dynamic, hyperlocal content are only as strong as our relationships within the community. We commit to building upon our nine years of service and local connections to expand the reach and strength of our collaborations through community engagement.

Community Engagement Goals	Timeline
Track and expand the number of community organizations we regularly collaborate with to create content; add 5 new organizations per year.	Quarterly tracking, annual review
Develop and host one or more quarterly classes for the community in the areas of filming, editing and overall production for a variety of age groups with remote and in-person adaptations.	Quarterly tracking, annual review
Increase web traffic 10% annually through hyperlocal videos and dynamic programming schedule.	Monthly tracking, annual review
Increase social media followers 10% annually to support program viewing on the channels and to encourage collaboration on new content.	Monthly review of social media followers/engagement statistics

Increase email newsletter click rates by 10% annually that promotes channel viewing, participation in training classes, filming requests, equipment usage, and community-contributed content.	Quarterly review of email newsletter campaign clicks/engagement statistics
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This Five-Year Strategic Plan outlines our intention to continue our service to the communities of Hingham and Norwell as the premiere hyperlocal media content provider in a comprehensive and metric-driven manner.

Together we proclaim that we love what we do, who we serve and the stories we tell!