

AKAKU: MAUI COMMUNITY TELEVISION

Annual Report Narrative for DCCA

July 2007 – June 2008

Akaku has been doing business in Maui County since 1992 and was designated Maui County's public access entity by the DCCA in 1993. We have a proven track record with the DCCA and our community at large as being the sole provider of public access services in our community. We are an organization that the community trusts and has come to rely on for providing services above and beyond what is expected. Akaku is on the cutting edge of technological advancements in the field, actively upgrading our equipment, radio station, educational programs, studio and IT infrastructure and working with local government to improve the way we keep our community informed.

In FY08, we created a daily Maui news show featuring "citizen journalists" which gives the part of the community that will never create their own content an equal voice. We also are "streaming" our stations via the internet on our website to enable viewers in rural Maui County viewership that normally would not enjoy our channels because they have no cable access thus also creating viewership throughout the country and the world.

The year began with great promise. We hired Dave Coennen as our new Akaku Productions Director after many years of production experience both in Los Angeles and at Paradise Television on Maui when tragedy struck and in August of 2007, our beloved Technical Director, Michael Clark, died of a massive heart attack. With huge shoes to fill, we were able to hire David Garrison, former technician for NASA, in September 2007. With such a lack of technical expertise in rural Maui, we were very fortunate to employ these talented individuals.

In October of 2007, we were able to replace our Outreach Director, Georja Skinner, when she was offered a top position at DBED in the Lingle administration in Honolulu with Cynthia Thomet a Communications Specialist with a masters degree from Washington, D.C. in the newly created position of Communications Director. We also were able to hire Sara Tekula as our new Education Director resulting in new classes, workshops to improve the community producer's skills and Media Salons that are so well attended that community producers must make reservations due to lack of space.

Again busting at the seams with activity, Akaku moved the Media lab to Suite 103 and the production department to the old Media lab space in Suite 102. The new Media lab boasts of eight editing bays with the premiere editing tool "Final Cut Pro". Class registration is at an all-time high in all classes in editing, field and studio. Twice monthly the Akaku lobby and studio are packed with community producers for "Producer's Night" and "Media Salons" featuring notable media celebrities such as Tommy Russo from the Maui Times, Kathy Collins from Mana'o Radio, Gary Kubota from the Honolulu Star Bulletin and our very own Jay April on the subject of media reform.

Our former once a month “Speak-Out” segments have become a more vital tool for the community now as “Open Mic” segments that are offered from 1-3:00pm daily on Monday through Friday. This change has been extremely well received and it is not unusual to see musicians, poets, community advocates and cub scouts in our studio exercising their right to a “voice” in the community.

In FY08, several community partnerships with the non-profit and education communities were realized including staff participation in the American Heart Association’s Heart Walk resulting in a donation of over \$1,000.00 for the event, the Maui Food Bank, Maui Economic Development Board’s (MEDB) Focus Maui Nui, the Boys & Girls Club, the Paia Youth & Cultural Center, Kihei Charter School’s STEM Program, Maui Economic Opportunity’s (MEO) BEST Program, the Maui Drug Court Friends & Family Support Group, Maui Waena Intermediate’s Daily broadcast, Kamehameha School’s Community Service Program for student interns, Maui High School’s special education program, Hana High & Elementary video production classes and daily broadcast, Lanai High & Intermediate’s video daily broadcast and career day programs, Napu’uwai, Hanai I Ka Ipu, Aka’ula School, Na Pua No’eau, Halawa Cooperative and Alulike Ke Ola Pono No Na Kupuna Senior Program. Many other nonprofits in the community made PSAs for their community events as well as posting in the Community Bulletin Board updated every Friday.

Akaku’s IT infrastructure, Media lab and Studio were significantly upgraded in FY08. Our hired consultant, Lane Hatfield, from Protek Hawaii donated many hours of his own time beyond his contract to improve the infrastructure, computer networking and the streaming from our channels. Our website, akaku.org, also went through a major upgrade and has been recognized state-wide for extensive coverage of the Hawaii Superferry hearings which we used as a pilot-project for streaming.

The following narrative represents the progress toward Akaku’s strategic directives as a result of the expertise of our CEO/President, Jay April, a vital and hard-working Staff and a committed Board of Directors with a philosophy that whatever challenges may we face; will make us stronger.

Our Mission is:

**“Empowering Our Community’s Voice
Through Access To Media”**

Our Vision is:

- √ Promote free speech and individual expression (voice)
- √ Create and disseminate local quality programming
- √ Preserve Maui County’s unique culture
- √ Serve as a community information network
- √ Encourage perpetuation of the native culture

The four strategic directions for this fiscal year were as follows:

- √ Board Development
- √ Akaku Structure, Personnel Training and Development
- √ Building Facilities & Infrastructure
- √ Needs assessment for each category above

❖ **Board Development**

➤ **Goal: To train the Board to be strong custodians of Akaku**

- Objective #1 – Help Board Chair and Board members to be proficient in the use of Roberts Rules of Order
 - The Board of Directors has been instructed in the proper use of Roberts Rules of order by Akaku attorney, Lance Collins. Mr. Collins also attends most of the Akaku Board meetings at a much reduced rate to ensure all procedures of the by-laws are in compliance. Board Chair, John Bruce, has become proficient in running Board meetings over time with Mr. Collins guidance.
- Objective #2 – Train and Develop strategies for the legal and operational structure of the organization.
 - Akaku Holdings LLC
 - ◆ Akaku: Maui Community Television is the sole share holder of Akaku Holdings LLC and with the help of attorneys and recommendations of our Independent Auditor, all financial statements, taxes and oversight are in compliance and the fiscal operating procedures have been greatly improved. Akaku CEO, Jay April, is the only employee of Akaku Holdings LLC and the Board of Director’s Finance Committee provides oversight. All financials are maintained by an independent property manager and audited by an independent auditor. Over time, this entity will ensure the DCCA “self-sufficiency” mandate is a reality for the organization.
 - Addressing the Core mission of Akaku: Maui Community Television
 - ◆ Due to the critical nature of the legislative process concerning an exemption to procurement, another inventory audit by Merina & Associates and a compliance audit by the IRS, the Akaku Board postponed the Board training scheduled in the spring addressing the core mission and vision for the future of Akaku. The next Board training is being developed and planned for after the Annual meeting in October upon the seating of four Board seats (returning or new members) With the development of new by-laws, a Development and Planning committee was created with a sub-committee for the radio station to continue the development of strong policy. Alternative structures for the organization were researched and discussed resulting in the creation and approval of the new by-laws in May of 2008.

- Objective #3 – Continued development of the policies and procedures of the organization.
 - Develop and refine the hiring policy of the CEO/President
 - ◆ Jay April was hired as the interim CEO/President in January of 2007. Due to his extraordinary leadership, the Board of Directors decided not to conduct a search for a new CEO/President and voted to extend a two year contract to Mr. April. At that time, critical expectations were discussed and agreed upon.
 - Refine and renew staff operating policies
 - ◆ Personnel policies are currently being improved and will be submitted to the Board of Directors Development and Policy Committee in the near future. The Board of Directors unanimously voted to allow all employees an on-site paid lunch break in 2007. Other than that improvement, the policies remain the same.
 - ◆ The Policy & Procedures manual is also under revision at this time with no major changes to date.
 - ◆ No underwriting policy or policies for rental of equipment to commercial entities to create additional funding mechanisms have been developed to date but are being explored with the guidance of recommended procedures from legal counsel and the independent auditor.
- Objective #4 – Train & refine the financial structure of the organization
 - Creation of a membership organization with dues
 - ◆ No policy has been developed in this regard this fiscal year.
 - Inventory procedures
 - ◆ A greatly improved inventory procedure was created in this fiscal year including an asset removal process, a capital expenditures cross reference book including bar-coded items on every invoice and an efficient purchase order system.
 - Fiscal Management Procedures and Audit Procedures
 - ◆ In FY07, the independent auditor made several recommendations to Akaku management regarding procedures including better inventory control, an improved purchase order system and continue strong cash controls. All three recommendations were implemented in FY08.
 - ◆ At the recommendation of legal counsel, in May of Fy08, the Finance Committee was changed in the organization by-laws to be two committees with specific functions and duties. The Finance Committee would carry on regular oversight of the finances of both Maui County Community Television (dba: Maui Community Television) and its for-profit arm, Akaku Holdings LLC.
 - ◆ Regarding the second committee, the new by-laws also created the audit committee which specifically will handle all audit procedures, approval and recommendations. This committee will conduct their first meeting in FY09 with the independent auditor to discuss procedures and to be trained to have a better understanding of the

aspects of an independent audit. In FY09, Akaku will also perform regular mini-audits quarterly to improve the timeline of the annual audit completion. The FY08 audit is now scheduled for October of 2008.

- Property Management policies for Akaku Holdings LLC
 - ◆ Akaku Holdings LLC is managed on a daily basis by a management company. Jay April, CEO/President oversees the operation with recommendations from the Administrative Services Director and approval from the Finance Committee on expenditures requiring more than \$5,000.00.
- Organizational structure changes on personnel, banking, nonprofit reporting
 - ◆ There were no significant changes in organizational structure besides the by-law changes which do not affect any of the above. Clarification of roles and duties were strengthened in FY08.
- Objective #5 – Educate and discuss Legislative & Regulatory matters
 - Train elements of national, state and county legislation and regulation pertaining to PEG access providers and public access cable.
 - ◆ With the help of legal counsel and CEO Jay April who is a founding supporter of PEG access in the United States, the Board of Directors and Staff of Akaku have been educated in the legislative process of creating a bill, advocating for the bill, watching the bill pass in both the House and the Senate and then watching in “horror” as the bill was thrown out because of a “clerical error” resulting in a poorly written House Resolution to study the alternatives to procurement. The Board of Directors and staff of Akaku have certainly been educated in the legislative process and are witness to serious problems in the legislative process due to back-room politics.
 - ◆ The task force appointments are primarily government employees and ex-government employees that talk about procurement but very little about alternatives to procurement. The state’s “procurement expert”, Aaron Fujioka, was invited to two meetings but no “alternatives to procurement expert” was sought out and invited. Public testimony is limited to three minutes and the time and place of the meetings is not conducive to community participation and no advertisements are posted to inform the community about the meetings. The ambitious timeframe of the task force’s final report and lack of community participation is also an education in itself.
 - ◆ CEO Jay April and Board member Michael Duberstein attended the Alliance to Community Media conference to bring back the latest issues in national PEG access and Jay April also attended the National Media Reform Conference facilitating a Media Salon to educate Akaku Community Producers and the community in trends in Media Reform nationwide.

- ◆ CEO Jay April has begun a community dialogue about Broadband and cable franchise renewal. The present state committee studying Broadband has made little attempt at educating the community on the issues related to improvements in Broadband and have held no public meetings to date to open a community dialogue and possibly engage experts throughout Hawaii to add perspective to this dialogue.
- ◆ CEO Jay April and Administrative Services Director, Linda Puppolo, met with County Council Chair Riki Hokama to discuss issues relating to Akaku coverage of council meetings and improvements in technology and protocol. This meeting was very successful with the Council Chair expressing his appreciation of the consistent and efficient work Akaku performs for the County of Maui.
- Develop a procedure for members of the Board to approach legislative matters.
 - ◆ The Board of Directors decided to defer all emergency matters to the Executive Committee with the direction of CEO Jay April informing the committee when necessary. All regular Board meetings have a CEO Report with regular updates concerning all legislative matters. Board members agree on a general strategy for the CEO to follow and represent Akaku as a unified group post discussion.
- Engage Board in public interest communications strategy.
 - ◆ The Development Committee will be discussing this directive in FY09 relying on the expertise of Communications Director, Cynthia Thomet.

➤ **Goal: To develop the roles of all Board Members to better empower their roles as Akaku's ambassadors to Maui County**

- Objective #1 – To incite Board engagement to raise public awareness about Akaku: Maui Community Television
 - At the Annual Meeting of the Board in October of 2007, Akaku held a live re-launch party after the formal meeting of the seating of the Board of Directors. The meeting engaged the Board, staff and community in an event to highlight the improvements, honor past accomplishments and gain input into the future of Akaku. The Development Committee will be working more on this directive in FY09.
- Objective #2 – To draw on Board talents and areas of expertise to represent Akaku's interest with opinion leaders and educate their communities about public access and Akaku's mission, vision and values.
 - The Development Committee will be formulating a plan for fundraising, planned giving, outreach and advocacy in FY09.
 - The CEO Jay April with dynamic Communications Director, Cynthia Thomet formulated an important collaboration with the other three PEG access stations in Hawaii to create a media "tool kit" to educate the community about their right to a "voice" in public access media. A successful Hawaii People's Fund grant was awarded and all four PEGs agreed to contribute to a plan including weekly dialogue, PSAs, print

media and advertisements promoting the uniqueness and invaluable service of PEG access in the community.

- Objective #3 – Develop a two-way line of communication with the public/community producers and the Board of Directors
 - Every Akaku Board meeting has a public comment portion at the beginning of the meeting and at the end of the meeting to enable the Board to hear any public/community producer concerns. There was also a website section called Producer.net where individuals may blog with staff and Board about issues that concern them regarding the station.

➤ **Goal: To develop staff abilities and knowledge to ensure improved and expanding community services to our core audiences.**

- Objective #1 – to expose staff to an Akaku mission training.
 - Five in-service trainings were conducted for the staff in FY08 including media justice & principles of public access, sexual harassment, policies & procedures, protocol for election coverage and software training of FACIL, the software used for tracking facility usage.
 - Eight staff members attended Final Cut Pro training at MCC's VITEC program using state ETF program funds.
 - Two staff members in the communications department attended a full array of workshops at the Alliance for Community Media Conference.
- Objective #2 – to improve human resources for the organization
 - In-service trainings were conducted with question and answer segment to allow staff to voice concerns in personnel policy.
 - The Board of Directors moved unanimously to offer on-site paid lunches to staff as a reward for hard work and good service to the community.
 - The Administrative Services Director handles all personnel functions for the organization and will be reviewing and upgrading personnel policies with the Development Committee in FY09.

➤ **Goal: to clarify and develop programs regarding Akaku's core audiences**

- Objective #1 – Improve educational offerings
 - Upgraded classes, non-traditional workshops, Producer Gatherings and Media Salons have revitalized Akaku's education program. Akaku has become a beehive of activity primarily due to the vast improvements to the Educational Program.
 - Outreach efforts to underserved populations in rural communities, incarcerated individuals re-entering the community, schools and children from all over Maui County has been extremely successful. In FY09, the Development Committee will be exploring more funding mechanisms to support this strategic direction.
- Objective #2 – Create and Implement the Maui Daily
 - The Maui Daily has been successfully implemented allowing for community producers small 3 minute segments about community news in Maui County, training young staff members and student interns to produce segments in presenting in front of the camera, filming and editing pieces

in a specific timeframe, offering news about Maui County to residents which often is overlooked by the Oahu-centric television stations in Honolulu and offering a voice to members of the community that would never film a segment in various locations around Maui County speaking about events and issues specific to Maui Nui.

- Objective #3 – Improve production services to the nonprofit sector and individual voices
 - Through more collaborative efforts with the nonprofit sector, daily “Open Mic” segments, the Maui Daily, Community Forums and an increased PSA outreach campaign, Akaku is making great progress in this area. Individuals that normally never would be involved are now participating in programs at Akaku such as *kupuna*, residents of Kalaupapa, Maui Drug Court graduates and participants, MEO’s BEST program participants, MEDB’s Focus Maui Nui student collaborators and young Hawaiian activists. This participation inspires our hard-working staff to continue despite the threat of “losing the station” a daily reality at our front door.
- Objective #4 – Improved website: akaku.org
 - Akaku is streaming channels on its website for rural Maui County residents with no cable access, introduced a community producer’s blog called Producer.Net and created a simplified user-friendly menu to enable the community to keep informed about all the opportunities at Akaku to create “voice” in the community. We also have a simple menus that explains how to sign up for a class, how to program channel 54 to see a show that may have been missed (video on demand), schedule of Board meetings, how to submit a video for airing, how to fill out forms in starting a new production and updates on activities surrounding the station.
 - IT upgrades have stabilized all aspects of the website and beta testing of all cutting edge technology is being developed.
- Objective #5 – Create streaming on the channels and other online community services
 - Streaming is being improved and will include all three channels and the radio station in FY09.
 - CEO Jay April has conducted Jeff Knight from Oceanic Time Warner to discuss improvements in bandwidth which inhibit progress in clear and consistent streaming.
- Objective #6 – Develop strategic partnerships within the community
 - Strategic partnerships have been forged with Maui legislators, nonprofit organizations, Maui County Council members, Mayor Charmaine Tavares and her Public Information Officer, Mahina Martin (who is an Akaku Board Member), individuals and employees in the Educational Sector, Community Associations, Hawaiian rights activists and environmentalists in the community. Akaku works hard for a wide-range of support. Our re-launch party in October of 2007 had participation of over forty businesses donating equipment, entertainment, food and beverages to the event.

- Objective #7 – Develop strategic partnerships with the educational sector
 - Regular outreach with the educational sector includes workshops at Hana High & Elementary School, Lanai High and Intermediate School, Maui Waena Intermediate School, Moloka’i High & Intermediates Schools, Aka’ula School, working with students interns from King Kekaulike High School, Kihei Charter School, Kamehameha School, Maui Community College both on Maui and Moloka’i and Maui High School and trying to setup a dialogue with Maui Community College to work together on FY09 elections that was well received by technical staff but rejected by the administration. Akaku has tried to develop a better working relationship with Maui Community College but the administration of the college decided to provide a “duplication of services” to the community by covering primary and general elections live with Pacific Radio Group providing the talent, (who worked with Akaku in the past two elections cycles) and technical support from the students. Although Akaku is happy that the students will be afforded this opportunity, we would have preferred to have reached a “collaborative effort” with everyone participating.
 - Objective #8 – Improve community outreach to rural areas
 - Akaku Productions offered community outreach opportunities at Whale Day in Kihei, the East Maui Taro Festival in Hana, Lanai High on Lanai, satellite office on Moloka’i covering all major community events including a beginning dialogue with the residents of remote Kalaupapa, the Ho’olaulea in Keanae, the Flower Festival & Ho’olaulea in Haiku as well as ongoing opportunities all over Maui Nui through the Maui Daily.
 - In FY09, twice as many events and workshops are being planned as our young staff gains experience in the field.
- **Goal: Establish an advocacy platform and communications outreach campaign that connects Akaku with Maui County and State leaders**
- Objective #1 – Identify key partners and core audiences to ensure a regular drumbeat of communications with our external audiences.
 - Maui legislators Mele Carroll, J. Kalani English, Roz Baker and Shan Tsutsui actively lobbied in favor of an exemption to procurement in the 2008 legislative session. Their efforts were rewarded by the passing of House Bill 1789 which was derailed by a “clerical error” in a backroom political deal. Akaku covered every outreach opportunity during the session with a wide-range of supporters writing emails, letters and providing testimony to legislators for this bill.
 - The drumbeat of individuals utilizing the facility ranges from a core group of long-time supporters to an exciting group of first time participants that never knew that they actually had a right to have a “voice”. Particularly exciting are members of the community that have been disengaged and uneducated to the political, judicial and legislative processes that they have never understood the importance of their participation now coming to the facility and speaking from their hearts on a wide-range of subjects that

touch them. Every one of these new participants plant a seed in the community that may grow to engagement with a hope that the community recognizes that everyone's voice is important and public access is a right.

- Objective #2 – Create a strong foundation for grants, fundraising and revenue generation
 - With the development of a strong Board of Directors after much disarray in the past, training of a young but hard-working staff, better fiscal management procedures at the advice of legal counsel and a qualified and experienced independent auditor, a dynamic and committed CEO and success in building social capital through innovative educational programs, Akaku will be developing a Fund Development Plan in FY09.
 - The Hawaii People's Fund grant (Spring 2008) is an important first step in the community to educate the community by helping Akaku and the other PEG's to develop a "media tool kit" that spreads the good word about the public's right to public access and how to become engaged in the process.
 - Administrative Services Director, Linda Puppolo, and Communications Director, Cynthia Thomet, attended several grant workshops in FY08 including the Council for Native Hawaiian Advancement, OHA and Lorman Seminars to prepare for the development of a strong foundation for grant writing, possible underwriting and fundraising in FY09.
- Objective #3 – Position Akaku as a competitive noncommercial media service and venue for community needs.
 - In FY08, Akaku developed many programs as a venue to profile community needs including the Maui Daily, Kalaupapa Today 2007, the Hawaii SuperFerry hearings, the legislative session, Community Events, County Council and Board & Commissions meetings while training a very young production staff. The activity has increased so much that we are now working on developing a "core" group of proficient community producers to help with the demand. In FY09, Akaku will be providing comprehensive election coverage using many of these community producers to cover various aspects of the elections throughout Maui Nui.
- Objective #4 – Enhance computer & web technologies to support our outreach, programs and community services
 - The foundation of IT improvements has stabilized, new equipment added and a facility that can perform a variety of activities simultaneously to enhance technologies that support services. More to come in FY09.

➤ **Goal: To ensure building facilities, technical infrastructure and media are stable and in harmony with the core mission**

- Objective #1 – All video equipment in good repair for maximum usage.
 - Akaku is very fortunate to have an expert repair technician in our Technical Director, David Garrison, and a very young but extremely talented assistant in Max Diliberto. Equipment is assessed for age and repaired as necessary. The Engineering Department has developed a set of procedures and protocol for all video equipment and they also instruct the

Studio classes once a month to enable the community to be proficient when using our new equipment in the studio and control room.

- Education Director, Sara Tekula, and Education Instructor, Matt Robinson, teach classes in the correct usage of all field and post production equipment to ensure the public handles the equipment correctly to ensure maximum shelf life.
- The facility infrastructure is managed by Administrative Services Director, Linda Puppolo, who is on-call 24/7 with any problems arising from the property manager or alarm company.
- Objective #2 – Improve studio equipment and training on new equipment
 - All Studio classes were upgraded in FY08 to ensure “best practice” in the use of the new equipment. The studio and control room were upgraded beginning in FY07 and completed in FY08.
- Objective #3 – Plan and stabilize the IT infrastructure of the organization
 - This plan was developed in FY08 and will be completed in FY09. Many hours of service from contractor Lane Hatfield were donated to Akaku because of his commitment to the project.
- Objective #4 – Improve website infrastructure to prepare for new technology
 - The website went through a complete rebuild by young and talented, Webmaster, Ka’eo Kepani in FY08. Collaboration between Ka’eo and Lane has developed streaming of the channels despite the problems with bandwidth on rural Maui.
- Objective #5 – Better maintenance of building and Akaku facility
 - In both FY07 and FY08, Akaku completed a “complete makeover” that is both pleasing “aesthetically” but also allows for many different functions to happen simultaneously. In FY07, all functions were crammed in Suite 104 affording administrative & production staff no privacy in workspace. The public was literally checking out equipment, editing and socializing within inches of sensitive administrative and production functions. In late FY07, a new administrative office was built and all public editing functions which require quiet were moved to Suite 102 which was vacated by the tenants. Still busting at the seams with activity, in FY08, Akaku moved the Media lab to Suite 103, again vacated by tenants, which is a larger space with bathroom facility for the community producers and moved the crammed production department to Suite 102 accompanied by the Radio Station office. Now, the Radio station, production department functions, post production and field classes and the studio can operate at the same time and the administrative office has a quiet, private space to conduct administrative functions.
 - Ownership of the building by Akaku Holdings LLC has made this expansion possible. Improvements to the building plant in FY07 & FY08 included tenting the building for the serious termite problem and replacing beams damaged by the termites. An upgrade in the bathrooms, fencing and roof are planned for FY09.

