

Akaku: Maui Community Television

Strategic Plan

March 12, 2008

AKAKU STRATEGIC PLAN

Akaku: Maui Community Television is a 501c(3) Non-Profit Public Access Television Station that was created to serve the Maui County Community in 1993 with the mission to “Empower the Community’s Voice Through Access to Media”. Akaku has an office at 333 Dairy Road, Suite 104 in Kahului, Maui, an office at 40 Ala Malama Street, Kaunakakai, Molokai, a service office at the County of Maui and satellite equipment in rural locations such as Lanai and Hana.

This draft strategic plan for Akaku: Maui Community Television addresses the following areas:

- 1) Board Development
 - a. Akaku Holdings, LLC - Planning and Building Management
 - b. Financial Training
 - c. Organizational Structure & Policies
 - d. Future Planning
 - e. Public Affairs & Government Relations
 - f. Advocacy & Outreach: Community Engagement
 - g. Fund Development
- 2) Akaku Structure, Personnel Training and Development
 - a. Staff Training & Education
 - b. Program Development
 - c. Advocacy & Outreach
 - d. Fund Development
 - e. Policy Review and Implementation
 - f. New media and radio development
- 3) Building Facilities & Infrastructure
 - a. Stabilize & Planning for IT infrastructure
 - b. Stabilize Building Maintenance
 - c. Space allocation
- 4) Needs Assessment for Each Above Category

Goal: To train the Board so that they can be better custodians of Akaku.

Objectives:

- Train Robert’s Rules of Order
- Train and Develop Strategies for the Legal and Operational Structure of Organization
 - Akaku Holdings

- Akaku: Maui Community Television, including
 - Addressing the core mission of Akaku: Maui Community Television (including Moloka`i Media Center) vis-à-vis community needs and interests.
 - Akaku's role as a nonprofit service provider vs. its role as a media outlet.
 - Akaku: Moloka`i Media Center
 - Service to rural/high risk areas such as Hana, Lanai, West Side and MCCC inmates
 - KAKU-LP FM 88.5
 - Akaku.org – as an internet presence/outlet in the mass media environment.
 - Self – sufficiency
 - Media ecology, literacy and education
- Discuss alternative structures for the organization
- Adopt and develop policies and procedures
 - Develop & Refine hiring policy for CEO/ President
 - Refine and renew staff operating policies
 - Develop policies for potential funding stream of commercial equipment rental capabilities through purchase by non-franchise fee funding to maintain the separation of equipment in service to the community
 - Develop operating policies for radio and new media technologies
 - Develop policies for sponsorship, underwriting, fundraising and advertising in non-cable venues from outside interests in reference to the for-profit arm, Akaku Holdings LLC and the KAKU LP FM- 88.5.
- Train & Refine Financial Structure of Organization
 - Develop and implement fiscal policies and procedures
 - Membership organization alternatives
 - Inventory procedures
 - Fiscal management and standardized reporting
 - Audit Procedures. (FY09 to change to quarterly mini-audits.)
 - Property management policies in for-profit arm
 - Effect of potential organization structure changes on personnel, banking and nonprofit reporting.
- Train and discuss Legislative & Regulatory Matters
 - Train elements of national, state and county legislation and regulation that pertain to PEG access providers and public access cable.
 - Develop a procedure for members of the Board to approach legislative matters.
 - Engage Board in public interest communications strategy

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

Objectives:

- To incite Board engagement to raise public awareness about Akaku: Maui Community Television.
- To draw on Board talents and areas of expertise to represent Akaku's interests with opinion leaders and educate their communities about public access and Akaku's mission, vision and values. Possible areas include:
 - Fundraising (short term)
 - Planned Giving Campaigns (long term)
 - Outreach
 - Grassroots & Grasstops Advocacy
- Develop a two-way line of communication with the public/ community producers and Board.

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

- To expose staff to an Akaku mission training. This is important because the organization has evolved from an operation that simply ensured the channels were "fed" and functioning to an organization whose goal is to empower the community through effective community services.
- To improve human resources.
 - Staff Restructure, including re-defining of personnel policies and job descriptions.
 - Skills Development & Training.

Goal: To clarify and develop programs vis-à-vis their roles regarding Akaku's core audiences (funders & donors, government, community leaders and community producers, etc.)

- Community Services: Production & Education
- The Maui Daily: This is a part of Education, but we also view it as a way to empower Maui's voices.
- Akaku.org & Other Online venues: Streaming and other online community services
- Areas for strategic partnerships to build social capital.
- Partnerships with Education
- Community outreach to underserved audiences and reporting from rural areas

Goal: To establish an advocacy platform and communications outreach campaign that connects Akaku with the greater Maui County community and State players.

Objectives:

- To identify key partners and core audiences and ensure a regular drumbeat of communication with our external audiences.
- To create a strong foundation for grants, fundraising and revenue generation.
- To position Akaku as a competitive noncommercial media service and venue for community needs.
- To enhance computer & web technologies to support our outreach, programs and community services.
 - Fund development: To explore internet-driven fundraising and planned giving campaigns.
 - Streaming and on line content delivery

Goal: To ensure building facilities, technical infrastructure and media are stable and in harmony with staff, community service and television production needs.

- Video equipment and studio enhancement stabilization.
- Stabilize & Plan IT Infrastructure & Network Connectivity: Ensure technical media are in harmony with staff, community service and television production needs.
- Website Infrastructure
- Stabilize Building Maintenance