



**NORTHERN BERKSHIRE COMMUNITY TELEVISION CORPORATION**

**2025-2028 STRATEGIC PLAN**

Produced by Julia Dixon, Strategic Planning Consultant

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# EXECUTIVE SUMMARY

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## Acknowledgments

In addition to frequent informational meetings with Northern Berkshire Community Television Corporation (NBCTC) executive director Matthew Tucker—who dedicated his time, expertise, and energy to the strategic planning process—many important stakeholder conversations and interviews took place, which contributed significantly to the development of this plan. The following individuals were instrumental in shaping the direction and future of NBCTC:

### **NBCTC BOARD OF DIRECTORS**

Mike Putnam, *President*, North Adams  
Bill Wilson, *Vice President*, Adams  
Bob Davis, *Secretary*, North Adams  
Bob Blair, *Treasurer*, Cheshire  
Rick Bua, Clarksburg  
Ed Driscoll, Adams  
Paul Marino, North Adams

### **STAKEHOLDER INTERVIEWEES**

Jay Buckley, ChicopeeTV  
Tim Callahan, North Adams Public Schools  
Deb Dane, WilliNet  
Tammy Daniels, iBerkshires.com  
Bob Davis, NBCTC  
Tony Dunne, New England Public Media  
Richard Frederick, Community Television for the Southern Berkshires  
Peter Gentile, Massachusetts College of Liberal Arts (MCLA)/NBCTC  
Erica Girgenti, Hoosac Valley Regional School District  
Christine Hoyt, Town of Adams/1Berkshire  
Carrisa Sacherski, Northern Berkshire Community Coalition  
Shawn Serre, Pittsfield Community Television  
Matthew Tucker, NBCTC  
P. Al Williams, Northampton Open Media

# Introduction

NBCTC, formed in 1994 as a nonprofit 501(c)(3) corporation, is an independent public, educational, and government (PEG) community access television and media organization serving the western Massachusetts communities of Adams, Cheshire, Clarksburg, and North Adams. This collaboration was founded with a shared commitment to providing residents with the ability to use cable television infrastructure to create, produce, and share content by the community, for the community.

The organization receives funding through a franchise fee paid by cable subscribers in these four northern Berkshire communities. Most public access television stations were founded upon this funding model, in which a portion of the cable company's gross revenues are redirected to support stations' operating costs, equipment purchases, facility maintenance, and production efforts. This structure was designed to ensure that local communities could access and contribute to media production without relying solely on commercial or governmental funding.

Public programming includes arts features, event coverage, and community stories; educational programming showcases school concerts, student athletics, and youth-led productions; and government programming includes municipal meetings, public service announcements, and election coverage. Through PEG, NBCTC serves as a vital conduit for information, creativity, and civic engagement across the towns it serves.

## Key Milestones

### **RELOCATING**

In 1995, NBCTC established its first television studio in building six of Western Gateway Heritage State Park, a former railroad yard in North Adams. After 20 years of building programs and community there, the organization purchased, renovated, and relocated to a 6,000-square-foot commercial condominium within North Adams' cultural district at 69 Union Street. The facility—called Union Street Station—is a fully equipped community media center.

### **RADIO**

WUPE-FM, the North Adams-based commercial radio station at 100.1 MHz, bore the name WMNB (Western Mass Northern Berkshire) from 1964 to 2006, when new owner Vox Communications shifted its classic hits programming further up the dial. Recognizing a need for local community radio, NBCTC was granted a low power license and the WMNB call letters in 2014 and began programming WMNB-lp 107.1FM in 2016.

## **CHANNEL CHANGE**

Adelphia Communications, NBCTC's first cable television partner, established channel 15 for local public access programming, channel 16 for local education programming, and channel 17 for local government programming. These three channels were dedicated to NBCTC until March 2018, when current cable provider Charter Communications relocated them to 1301, 1302, and 1303, which significantly reduced their visibility and accessibility. The original lower-number channels were easy for viewers to find and remember, reinforcing NBCTC's presence in the community. By moving them to the 1300s—far from the standard viewing range—Charter effectively buried the channels in the lineup, resulting in reduced viewership, diminished public awareness, and a barrier to the community's access to local content.

## **COVID RESPONSE**

During the COVID pandemic of 2020 and 2021, NBCTC became a vital information hub for northern Berkshire residents. Staff quickly upgraded systems to broadcast live municipal meetings, remote classes, and public programming via Zoom and other platforms. The station aired critical health updates, public service announcements, and community events; adapted its studio for socially distanced productions; and supported students without internet by broadcasting educational content. These rapid adaptations helped keep the community informed and connected, and many of these services continue today.

# NBCTC Today

This section outlines the organization’s current staffing and board structures, physical and technological resources, programming scope, and audience. Together, these elements offer a baseline understanding of NBCTC’s operational capacity and community role, serving as a foundation for the goals and strategies outlined on pages 28-31.

**STAFF**

With a January-December 2025 operating budget of \$307,850, NBCTC remains a small nonprofit media organization staffed by a new, full-time executive director, two longstanding part-time employees, and three per diem specialists.

Name	Title	Hours/Week	Tenure
Matthew Tucker	Executive Director	40	8 months
Nicole Brown	Office Manager	30	22 years
Joanne Hurlbut	Programming Coordinator	20	20 years
Peter Gentile	Field Technician	as needed	21 years
Ryan Pause	Field Technician	as needed	5 years
Eric Buddington	IT Specialist	as needed	25 years

**BOARD OF DIRECTORS**

NBCTC is governed by a board of directors composed of representatives from the four municipalities it serves. The Board must include at least one representative from each town and no fewer than three at-large members, with the total number of directors determined by a majority vote of the Board. Directors serve three-year terms and meet quarterly in addition to an annual meeting each June. The Board operates via several standing committees which provide oversight and guidance across NBCTC’s operations, ensuring that the organization remains financially solvent and responsive to community needs.

**Facilities and Equipment Committee**

Evaluates the use, maintenance, and improvement of NBCTC’s physical space and technology infrastructure, and oversees real estate and leases.

**Finance Committee**

Oversees the organization’s budget, financial reporting, and long-term fiscal planning to ensure financial health and sustainability.

**Fundraising Committee**

Develops, implements, and monitors strategies to raise funds in support of NBCTC’s mission.

**Nominating Committee**

Identifies and recruits potential board members, evaluates board composition, and oversees the election process.

**Personnel Committee**

Supports the executive director in human resources matters, including hiring, staff evaluations, and policy development.

## **Strategic Planning Committee**

An ad hoc committee that guides the development, implementation, and periodic review of NBCTC's long-term goals and organizational priorities.

## **RESOURCES**

NBCTC utilizes a range of physical, technical, and digital resources to fulfill its mission as a community media center. These include a fully accessible production studio, professional recording and editing equipment, and an integrated broadcast system that supports live and scheduled programming across multiple channels and platforms. Together, these resources enable NBCTC to serve its four-town region with flexible content creation and distribution capabilities.

### **Administrative & Shared Spaces**

NBCTC operates from a 6,000-square-foot facility that includes:

- A spacious first-floor lobby with a green room and live channel monitor.
- Three private offices, staff kitchen, copier/supply room, and two large conference rooms.
- A garage with a 12-foot overhead door and a climate-controlled IT/server room.

### **Studio & Production Equipment**

The heart of NBCTC's operations is a 1,400-square-foot production studio, outfitted with:

- LED studio lighting and interchangeable cyclorama curtains.
- Three HD studio cameras, one robotic boom camera, and integrated live switcher.
- HD video monitor, teleprompters, intercom, and character generator.
- Professional audio equipment, including a 24-input mixer and a variety of microphones.
- Phone-in capabilities and support for hybrid/virtual productions.

### **Editing & Field Production**

- Three community edit suites each containing an Apple iMac equipped with Final Cut Pro.
- Two Apple Mac Pro computers with Final Cut Pro editing software for staff use.
- Four portable HD camera kits with tripods, audio gear, and accessories for field recording.

### **Broadcast Playback**

- CASTUS playback server with automated switching and support for 4 PEG channels.
- Seamless integration with NBCTC's archive and routing systems for live and scheduled content delivery.

### **Recording & Training**

In addition to a dedicated radio production studio equipped with microphones, a broadcast console, and audio editing tools, NBCTC built a production training lab which contains:

- Five Apple Mac Mini compact desktop computers.
- DaVinci Resolve editing software, Audacity audio recording and editing software, and OBS Studio video switcher.

### **Software**

- Google Workspace office tools and storage, ISAAC database software, MailerLite email marketing, and Adobe Creative Suite.

## CABLE PROGRAMMING

NBCTC broadcasts a mix of local and regional programming across its three television access channels. Content reflects the unique voices, interests, and needs of the northern Berkshire community, providing residents with news, information, and entertainment. The organization’s flagship program is live coverage of North Adams’ annual Fall Foliage Parade, a popular event which has been held every October for 68 years. Regularly scheduled programs produced in collaboration with NBCTC include talk shows, musical features, municipal meetings, religious services, and health and wellness segments.

### 2025 NBCTC Community Productions

Public Programs	Educational Programs	Government Programs
All About Artists	Christmas Brook Figure Skating Club	Adams Select Board
April 4th Coalition	High School Basketball Weekly	Clarksburg Select Board
Artists in New England	Mindful Mat Pilates	North Adams City Council
Books + Banter		
Catching Up with The Coalition		
Jerry Tyler’s Country Music Video Show*		
Music ‘N’ Memories Classics*		
On The Road Again*		
On The Road Polka Show Classics*		
Porch Talk		
Recovery from Religion		
Slingshot!		
Solutions Rising		
St. Elizabeth of Hungary Parish Mass		
Until Ministries		
WeatherStar Current Weather Conditions		

*\*out of production*

In addition, NBCTC records and airs a diverse range of community events, presentations, and student activities including graduations, concerts, and sporting events.

### 2025 NBCTC Specials

Public Coverage	Educational Coverage	Government Coverage
Adams Churches Tour	BART Charter Public School	Candidate forums
Adams Historical Society	Berkshire Community College	Committee meetings
Adams Sno Drifter Endurance Run	Drury High School	Live election reporting
Thunderbolt Ski Train Documentary	Hoosac Valley Regional School District	
NA American Legion Post	McCann Technical School	
Unique to Cheshire	MCLA	
Wrestling Turn Hall	North Adams Public Library	
	North Adams Public Schools	
	St. Stanislaus School	
	Williams College	

NBCTC also airs independently produced programming from other sources, including regional and national public access producers, nonprofit organizations, and educational institutions. These programs broaden the station’s content offerings by providing diverse perspectives, specialized expertise, and cultural content that complement locally produced material. This mix of external and in-house programming helps ensure NBCTC remains a well-rounded and relevant media resource for the entire northern Berkshire community.

### 2025 Imported Productions

Public Programs	Educational Programs	Government Programs
All Saints Church Service	Drawing with Fred	District Attorney’s office
Berkshire Health Program	Education & Enrichment for Everyone	Elizabeth Warren Town Hall
Berkshire Matters	How Do We Know What’s Out There	Governor’s office
Berkshire Senior Television	Into The Toy Box	MA House of Representatives Sessions
Berkshire Jazz	Master Artist Class*	State Library Author Talk
Chalice of Salvation	MMTV	
Democracy Now!	OLLI @ BCC Presents	
Financial Fitness	STEM in 30	
For Your Information	Story-times	
Giving Voices	The World of Weather	
Goin’ Vinyl	You CAN Cook	
Inspirations by T		
Know Your Berkshires		
Lights, Camera, Polka		
Music for Your Soul		
New Life Church Service		
Question of Ethics		
Real to Reel		
Reeling: The Movie Review Show		
Sidewalks Entertainment		
Solo Creatives in the Berkshires		
Tech Throwback		
The Lions’ Den		
The Locker Room		
Wehry Weekly History & Entertainment News		
Wheeling the Pathways of Life		
Wordplay		
WTBR’s In The Key Of		

\*out of production

## RADIO PROGRAMMING

WMNB-lp 107.1FM, NBCTC’s low-power radio station, currently airs a range of syndicated and automated content, with local origination still in its early stages. Presently, the station features one locally produced program—a music show hosted by NBCTC board member Ed Driscoll. While the program is unofficially titled and still evolving, it reflects the station’s potential as a platform for local voices.

## AUDIENCE

As a public access media organization, NBCTC’s primary audience is residents of its four service communities of Adams, Cheshire, Clarksburg, and North Adams. However, not all residents are aware of or consume NBCTC’s programming. According to the 2025 public survey results, a typical NBCTC viewer/listener is a white North Adams resident aged 50 or older. Secondary audience segments are Adams residents of the same age bracket, followed by 30- to 49-year-olds primarily in North Adams.

Measuring NBCTC’s audience presents certain challenges, particularly because public access broadcasts do not generate Nielsen ratings or viewership data. Despite this, the organization tracks engagement through several available indicators, illustrating its continued importance to the community.

### Local Cable Subscribers

As of December 2024, there were 4,449 cable subscribers across NBCTC’s four service communities, or approximately 17% of the regional population. While precise viewership data is not available, this figure represents NBCTC’s potential household reach.

### Platform Analytics

NBCTC’s digital presence continues to grow, with content currently available on YouTube, Facebook, and NBCTC’s webcast. As of June 1, 2025, the organization had 604 YouTube subscribers, up 11% from February 5, 2025, and 489 Facebook followers, a 10% increase in the same period. High school sporting events, North Adams City Council meetings, and parade coverage are, by and large, the most consistently popular YouTube videos; many have hundreds of views. These engaged audiences reflect greater community interest in on-demand access to local programming.

### Membership

As of June 1, 2025, NBCTC was supported by a modest but committed base of 31 annual dues-paying members:

Level	Cable Membership	Community Membership	Regional Membership
Individual	5 @ \$10	9 @ \$25	2 @ \$50
Group	6 @ \$25	6 @ \$60	0 @ \$120
Organization	0 @ \$100	3 @ \$250	0 @ \$500

Member residents, groups, and organizations within NBCTC's linear channel cablecasting area are welcome to utilize the organization’s resources and may produce programming for local viewing. Membership has also been extended to regional residents, groups, and organizations within 50 miles of NBCTC’s studio facility, although they do not receive a corporate vote at the annual meeting.

## Facility Use

In addition to tracking program consumption and membership, NBCTC measures engagement by program creation, facility use, and equipment rentals. Within the last production year, cameras were checked out an average of five times each month by volunteers and students; staff and community producers made use of NBCTC's editing stations an average of seven times each month for both studio and field productions. The station also hosts group trainings and one-on-one technical support sessions on topics such as basic camera operation and shot composition, field production, and video editing. These were held more frequently pre-pandemic although, with the creation of the production lab, more are planned this year.

<b>Month</b>	<b>Camera Use</b>	<b>Edit Suite Use</b>
June 2024	9	9
July 2024	1	1
August 2024	5	8
September 2024	5	6
October 2024	5	6
November 2024	2	4
December 2024	11	11
January 2025	6	15
February 2025	3	6
March 2025	5	5
April 2025	5	4
May 2025	7	7

# Planning Process

In January 2025, NBCTC leadership launched a strategic planning process—the first in the organization’s 30-year history—to reconfirm its charitable purpose, establish a shared vision for its future, align operations with strategic goals, and develop frameworks to track progress toward meaningful outcomes. A key element of the process was the collection and analysis of qualitative and quantitative data, which ensured that the plan was grounded by a factual understanding of current conditions. By drawing on community input, stakeholder interviews, and organizational information, the planning team developed a comprehensive understanding of NBCTC’s current position and future potential which provided a strong, evidence-based foundation for the goals and strategies that follow.

The planning process was structured into four phases over four months:

## **PHASE 1: Research**

NBCTC documents reviewed include *By-Laws of North Berkshire Community Television Corporation, Inc.*, revised and approved by the Board of Directors on December 12, 2024; *NBCTC Operating Rules and Procedures*, amended January 9, 2025; *NBCTC 2024 Ascertainment Report*; programming schedule as of February 27, 2025; active member report as of January 24, 2025; and NBCTC’s FY25 budget, engagement potentials list, current job descriptions, and cable subscriber history.

## **PHASE 2: Data Collection**

Quantitative data was generated from an online engagement survey which gathered important opinions and information from 101 respondents. Qualitative data was sourced from private interviews with 10 key stakeholders, including select board members. Informational data included select regional demographics and comparative information gleaned from interviews with the executive directors of five public access organizations across western Massachusetts.

## **PHASE 3: Strategic Planning Retreat**

Five board members, one staff member, and the planning consultant gathered for a day-long strategic planning session on Thursday, March 20, 2025 at Hotel DownStreet in North Adams. Attendees reviewed a data analysis summary and participated in guided visioning exercises and discussions in order to determine the organization’s mission, vision, values, and priorities.

## **PHASE 4: Writing**

The process concluded with a writing and revising phase dedicated to translating data and insights into actionable tactics, with multiple rounds of edits to ensure accuracy, clarity, and feasibility.

The resulting strategic plan serves as a 30-month roadmap for organizational growth and community impact built upon a foundation of **connectivity, relevancy, and culture**. The plan focuses on four priority areas—fundraising, technology, capacity, and engagement—which will enable NBCTC to strengthen its infrastructure, expand its reach, and deepen its value as a community media resource for the northern Berkshires.

# DATA

## Survey Analysis

101 individuals completed an engagement survey intended to understand the public’s relationship with and perception of NBCTC. The survey collected responses from February 10 to March 11, 2025. 66 individuals completed a 25-question online version, and 35 individuals completed a 10-question paper version. Copies of the paper version were distributed, either in person or via email, to the Adams Council on Aging, Adams; Clarksburg Senior Center, Clarksburg; Cheshire Council on Aging, Cheshire; and the Mary Spitzer Senior Center, North Adams Housing Authority, North Adams Commons, and St. Joseph's Court Apartments in North Adams.

### HIGHLIGHTS

- 81% of all respondents believed that public access media (local cable TV, radio, and video) is important to civic engagement.
- 68% of all respondents agreed that NBCTC is a valuable source of local news, information, and entertainment in the northern Berkshires.
- 60% of all respondents would like to see more news coverage in the future, and over half would like to see more arts and culture programming.
- One third of all respondents were not satisfied with their current access to local news, information, and entertainment.
- Over 50% of all respondents preferred to consume content online and on social media.

### DEMOGRAPHICS

82% of all respondents lived in NBCTC’s representative region. However, more North Adams residents completed the online survey, and more than two thirds of all paper surveys were completed by Cheshire residents—who were mostly seniors.

**Respondent Residence by Survey Method**

City/Town	All	Online	Paper
Adams	18%	18%	19%
Cheshire	28%	5%	69%
Clarksburg	10%	14%	3%
North Adams	26%	39%	3%
Other	17%	23%	6%

**Respondent Age by Survey Method**

Age	All	Online	Paper
65 years or older	50%	27%	88%
50-64 years	20%	29%	6%
30-49 years	25%	38%	3%
19-29 years	3%	4%	3%
18 years or younger	1%	2%	0%

## NBCTC RELATIONSHIP(S)

The number of respondents who did not have a relationship with NBCTC (31) is nearly the same as those who identified themselves as a viewer/listener (29). Additionally, the percentage of respondents who either didn't have a relationship with NBCTC or never heard of NBCTC (58%) was almost identical to those who were viewers/listeners and/or appeared on NBCTC (57%). This data indicates that the survey reached residents who were both familiar *and* unfamiliar with NBCTC.

**NBCTC Relationship(s)**

Role	Percent
I do not have a relationship with NBCTC	33%
Viewer/listener	31%
Appeared on NBCTC	26%
I have never heard of NBCTC	25%
Cable subscriber	21%
Member (past or present)	12%
Program producer	11%
Volunteer	8%
Board member (past or present)	5%
Organizational programming partner	3%
Employee (past or present)	1%

## NBCTC PROGRAMMING

In addition to analyzing the NBCTC programming consumption habits of all respondents, three specific types of NBCTC respondent relationships were also analyzed: cable subscribers, those who appeared on an NBCTC program, and those who self-identified as viewers/listeners.

Of the 20 self-identified cable subscribers, 65% were 65 years old or older and all were almost evenly divided between Adams, North Adams, Clarksburg, and Cheshire. 60% described themselves as viewers/listeners of NBCTC; only one cable subscriber had never heard of NBCTC. Conversely, nearly 60% of viewers/listeners were not cable subscribers. As demonstrated in the table below, viewers/subscribers consumed NBCTC's television programming more frequently than cable subscribers. This could be because these respondents were viewing NBCTC's cable programming outside their home—at a senior center, a relative's house, etc.

**Frequent\* Consumption of Programming by Type**

Channel/Platform	Cable Subscribers	Appeared on NBCTC	Viewers/Listeners	All Respondents
Channel 1301	29%	24%	42%	19%
Channel 1302	35%	17%	39%	17%
Channel 1303	31%	17%	43%	16%
WMNB-LP 107.1 FM	29%	22%	42%	12%
Facebook	31%	21%	35%	10%
YouTube	8%	32%	39%	14%
webcast.nbctc.org	36%	43%	52%	18%

\*Respondents who consumed programming daily, weekly, and monthly combined.

Although it seems logical that NBCTC programming consumption would be higher for those respondents who appeared on NBCTC—assuming that they would want to see themselves on screen—this is not necessarily the case. Viewers/listeners had the most frequent consumption of all forms (cable, digital, and radio) of NBCTC programming. Nearly one third of viewers/listeners cited municipal meeting coverage as the most valuable program and/or resource that NBCTC currently provides to them personally. Other responses to this question include:

*I enjoy Dick Dassatti’s show and programs about nature and the notch preservation and water quality/protection.*

*Replays of high school music programs because it is not always possible to attend the event in person.*

*Slingshot; retired men’s club*

*Media education and facilities*

*Coverage of our educational and athletic events.*

Appearances on NBCTC’s programs resulted in awareness of the organization’s programming—the only distribution outlet that any respondent who appeared on NBCTC was unaware of was the radio station—but respondents with a direct relationship with NBCTC, including producers, organizational partners, volunteers, and those who appeared on a program such as nonprofit board members, business owners, community leaders/organizers, and cultural enthusiasts were less likely to be NBCTC viewers/listeners. In other words, **awareness does not necessarily increase consumption**. However, this data does suggest that NBCTC’s programming is, by and large, not to simply created for the benefit of those involved in production, but to share with the community.

## NBCTC RESOURCES

NBCTC provides a number of resources to the regional community, including access to its 6,000-square-foot media center. Respondents with formal relationships with NBCTC—including staff, board members, interns, volunteers, members, and programming partners—were 63% more likely to utilize NBCTC’s technical training, 46% more likely to utilize equipment and facilities, and 35% more likely to utilize staff production.

**NBCTC Resource Use**

Resource	NBCTC Respondents*	All Respondents
Educational program	30%	45%
Equipment and facilities	80%	50%
Internship	0%	0%
Scholarship	0%	0%
Staff production	40%	28%
Technical training	25%	13%

*\*Respondents who self-identified as an NBCTC board member (past or present), employee (past or present), member (past or present), organizational programming partner, program producer, and/or volunteer.*

## NBCTC'S VALUE

Over two thirds of all respondents agreed that NBCTC is a valuable source of local news, information, and entertainment in the northern Berkshires. Even amongst respondents who either did not have a relationship with or never heard of NBCTC, 42% agreed that NBCTC is valuable, 58% were neutral, and none of these respondents disagreed with this statement. This data validates NBCTC's presence in the community and indicates that community members, regardless of relationship or awareness, appreciate the organization.

**Perception of NBCTC—All Respondents**

Statement	Agree*	Disagree ^
NBCTC is a valuable source of local news, information, and entertainment in the northern Berkshires.	68%	2%
I am aware of NBCTC's programs and resources.	48%	30%
I would like to create local news, information, and entertainment programming.	46%	26%
I am familiar with NBCTC's programs and resources.	41%	35%

*\*Percentage of respondents who selected the answer choices "strongly agree" and "agree."*

*^Percentage of respondents who selected the answer choices "strongly disagree" and "disagree."*

46% of all respondents and nearly one in every three unengaged/unaware respondents were interested in creating local programming (presumably for NBCTC), which demonstrates the efficacy of marketing—i.e. disseminating an informational survey via emails, e-newsletters, social media ads, flyers, and tabling—as an engagement strategy.

NBCTC's perceived value was analyzed relative to geography and age (we did not include data from respondents below the age of 29, as the quantity of data was insufficient for analysis). Two key statistics arose from this analysis:

1. Although Cheshire residents were much more likely to be aware of NBCTC, they were much less likely to find the programming valuable. It is important to note that NBCTC does not currently film or broadcast Cheshire's municipal meetings.
2. 63% of 30- to 49-year-old respondents believed NBCTC to be valuable, in addition to 84% of respondents aged 65 and older.

## LOCAL MEDIA ACCESS

33% of all respondents were not satisfied with their current access to local news, information, and entertainment, despite the criticality of community media to civic engagement, education, and community identity (page 18). Even less were satisfied with the amount of content available in video and audio form. Additionally, those who were unengaged/unaware of NBCTC were more dissatisfied with their level of access to local content as well as quantity of local audio and video content.

### Perception of Local Media

Statement	ALL Agree*	ALL Disagree ^	UNFAMILIAR Agree*	UNFAMILIAR Disagree^
I am satisfied with my current access to local news, information, and entertainment.	32%	33%	10%	40%
I am satisfied with the amount of local news, information, and entertainment available in video form.	31%	26%	17%	33%
I am satisfied with the amount of local news, information, and entertainment available in audio form.	20%	24%	11%	33%

\*Percentage of respondents who selected the answer choices “strongly agree” and “agree.”

^Percentage of respondents who selected the answer choices “strongly disagree” and “disagree.”

### LOCAL MEDIA IMPACT

Over 81% of all survey respondents believed that public access media (local cable TV, radio, video) is important to civic engagement, which is a powerful testament to the role local/community media plays in the lives of northern Berkshire residents. Three of every four respondents believed that public access media is important to education and community identity.

#### Importance of Public Access Media—All Respondents

Aspect of Life	Important*	Not Important^
Civic engagement (awareness of social, community issues)	81%	8%
Education (quality schools and learning programs)	76%	10%
Community identity (reflection of who we are)	75%	13%
Arts and culture (creativity in the region)	69%	16%
Quality of life (residential happiness)	69%	10%
Economic development (job/business/product creation)	62%	16%

\*Percentage of respondents who selected the answer choices “extremely important” and “very important.”

^Percentage of respondents who selected the answer choices “slightly important” and “not important.”

Over half of all respondents who self-identified as having no relationship with or awareness of NBCTC still felt that public access media is important to all aspects of life presented, with education and civic engagement being the top two most positively impacted aspects of life.

## FUTURE PROGRAMMING TOPICS

60% of all respondents would like to see more news coverage in the future, and over half would like to see more arts and culture programming. Sports/recreation and religion/faith were the least preferred topics, which may be a result of NBCTC’s extensive coverage of these topics currently.

**Future Programming Topics—Relationship**

Preferred Topics	All Respondents	Viewers/Listeners	Unfamiliar Respondents*	Content Creators^
News	60%	67%	53%	63%
Arts and culture	58%	59%	56%	79%
Education	47%	41%	44%	63%
History	47%	41%	50%	54%
Government/politics	44%	44%	41%	54%
Nature/environment	40%	44%	34%	50%
Sports/recreation	28%	33%	31%	17%
Religion/faith	13%	15%	13%	13%

\*Respondents who selected “I do not have a relationship with NBCTC” and “I have never heard of NBCTC.”

^Respondents who strongly agreed or agreed with the statement, “I would like to create local news, information, and entertainment programming.”

Respondents had a much wider variation of preferences when analyzed by geography. Residents in Adams and Cheshire preferred more news and history programming, but residents in Clarksburg and North Adams preferred more government/politics and arts and culture programming. While religion/faith programming was the least preferred topic amongst all of these respondents, the second-to-least preferred topic was wide-ranging.

**Future Programming Topics—Geography**

Preferred Topics	Adams	Cheshire	Clarksburg	North Adams
News	62%	63%	50%	57%
Arts and culture	31%	47%	63%	62%
Education	31%	32%	50%	43%
History	46%	63%	25%	24%
Government/politics	23%	16%	75%	67%
Nature/environment	23%	47%	38%	38%
Sports/recreation	31%	37%	25%	19%
Religion/faith	15%	11%	0%	19%

A similar pattern of prioritization exists among three respondent age groups. Arts and culture was the second-most preferred program topic for all age groups, and news was most preferred by respondents 50 years old and older. Government/politics was preferred by 30- to 49-year-olds, who were as equally interested in more education programming as arts and culture programming.

**Future Programming Topics—Age**

Preferred Topics	30-49	50-64	65+
News	52%	56%	47%
Arts and culture	57%	50%	37%
Education	57%	38%	23%
History	48%	38%	30%
Government/politics	62%	44%	21%
Nature/environment	33%	44%	26%
Sports/recreation	29%	25%	21%
Religion/faith	10%	6%	12%

**DISTRIBUTION FORMATS**

Digital distribution of content was highly preferred by all respondents. 57% preferred to consume news, information, and entertainment via online video, and over half of all respondents preferred to consume content via online print and social media. The least preferred media format was print, followed by podcasts. Viewers/listeners of NBCTC had the highest preference for television, and unfamiliar respondents preferred television the least. Thus, it can be reasonably concluded that a reason why about half of all respondents had not consumed NBCTC’s programming was because of their **uninterest in television**, not because of their opinions of NBCTC’s programming, their inability to find NBCTC’s television channels, etc.

**Distribution Format—Relationship**

Preferred Format	All Respondents	Viewers/Listeners	Unfamiliar Respondents*	Content Creators^
Online video	57%	54%	42%	64%
Online print	54%	42%	47%	48%
Social media	54%	58%	53%	64%
Radio	39%	38%	47%	24%
Television	38%	58%	11%	40%
Streaming	34%	42%	16%	44%
Podcast	27%	38%	21%	36%
Print	23%	25%	26%	24%

\*Respondents who selected “I do not have a relationship with NBCTC” and “I have never heard of NBCTC.”

^Respondents who strongly agreed or agreed with the statement, “I would like to create local news, information, and entertainment programming.”

# Market Analysis

NBCTC's customer market, or audience, has historically been defined by the number of local cable subscribers whose service fees directly fund the organization. Over the past two-and-a-half decades, subscribers across NBCTC's four service communities have steadily declined. While these changes mirror national trends driven by population shifts, the rise of streaming platforms, and evolving viewer habits, they carry unique implications for NBCTC. As the top chart on page 22 illustrates, the regional subscriber base has dropped by more than half since its early-2000s peak, directly impacting the organization's financial stability: 97% of NBCTC's revenue is generated through franchise fees tied to cable subscriptions. Understanding the micro and macro dynamics behind this shift is critical not only for financial planning but for evolving NBCTC's programming, outreach, and platform strategies to remain relevant in a rapidly changing media landscape.

## **CABLE'S APPEAL**

NBCTC is at the mercy of changing technologies and consumer behaviors that shape how people access media. Cable subscriptions in the early 2000s surged as providers completed major infrastructure upgrades, transitioning from analog to digital systems and expanding channel capacity. These investments improved service quality and enabled high-speed internet and digital cable offerings, making cable more attractive to a broader audience. This period also saw the rise of bundled service packages—combining TV, internet, and phone—which offered convenience and cost savings.

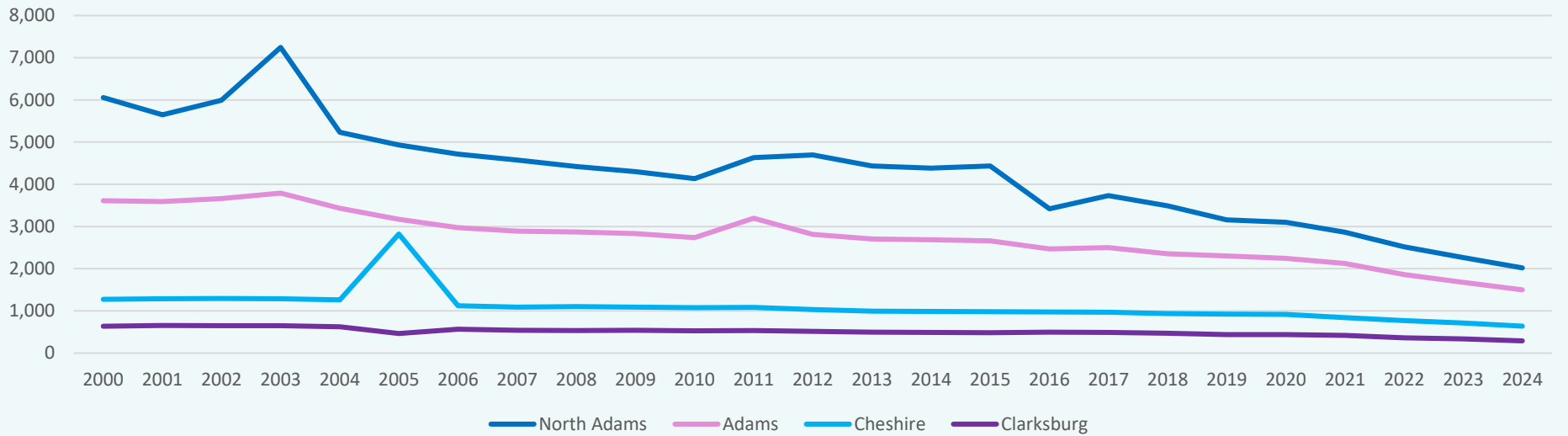
Between 2010 and 2015, cable subscriptions experienced a secondary rise, fueled by expanded high-definition technology and on-demand libraries, significantly improving the user experience and keeping cable competitive with emerging digital platforms. The early 2010s also saw a surge in high-quality cable programming, with popular shows like *Breaking Bad* (2008–2013), *Mad Men* (2007–2015), *Game of Thrones* (2011–2019), *The Newsroom* (2012–2014), and *Sons of Anarchy* (2008–2014) attracting viewers.

At the same time, the northern Berkshires benefited from the MassBroadband 123 initiative, a statewide effort to expand fiber infrastructure and increase access to high-speed internet. This investment in digital connectivity improved service reliability and accessibility across the region, likely supporting continued interest in bundled cable services during this period.

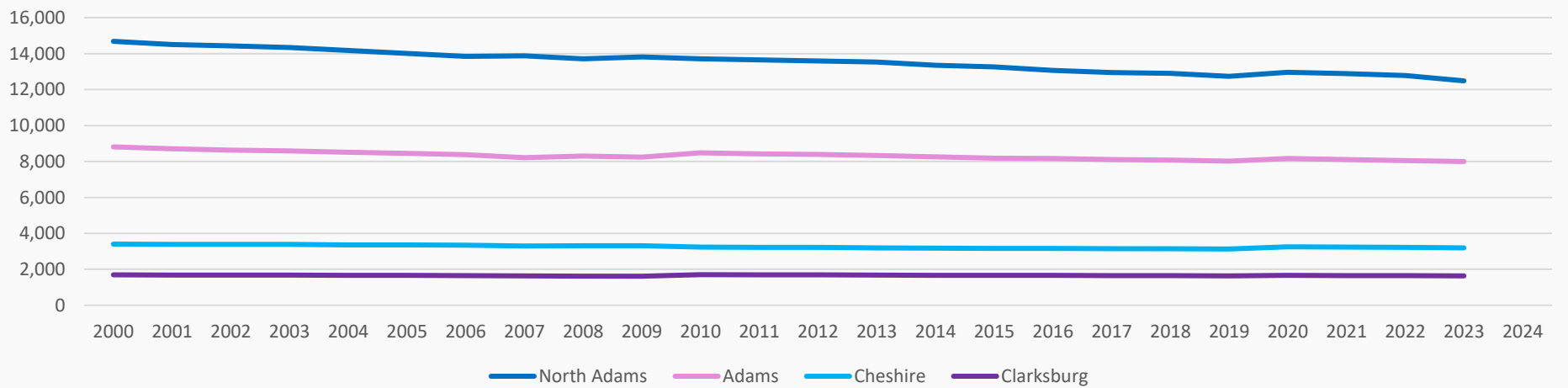
## **CABLE'S DECLINE**

Regional cable subscriptions have declined at a more rapid pace over the past decade. North Adams, in particular, is seeing a mass exodus from cable (see table on page 23). In just three years, from 2020 to 2023, subscribers in the city dropped by 37%. Over 41% of North Adams residents subscribed to cable television in 2000; by 2023, less than one fifth had cable. 2024 estimates are down even further, hovering just over 16%. Cheshire has maintained a higher subscriber percentage relative to its population in this period, but it has also been losing subscribers at an alarming rate since 2020.

### NBCTC Cable Subscribers 2000-2024



### Municipal Populations\* 2000-2023



\*Source: Massachusetts Dept. of Revenue Division of Local Services, Data Analytics and Resources Bureau

### Cable Subscribers Relative to Population

City/Town	2000	2010	2020	2023
North Adams	41.3%	30.1%	23.9%	17.9%
Adams	41.0%	32.3%	27.5%	20.7%
Cheshire	37.5%	33.3%	28.2%	22.0%
Clarksburg	37.8%	31.0%	26.5%	19.6%

When contextualized with the population chart on the bottom of page 22, it is apparent that regional cable subscriber loss is far outpacing regional population loss. According to the population chart below, Baby Boomers, who were between the ages of 59 and 77 in 2023, are the largest-sized generation in the four-community region, comprising 29% of the total population. There are more 60- to 79-year-olds in the region than there were in 2017, demonstrating both a longer-living Boomer generation as well as an increase in younger Boomers who relocated to the region over this six-year period.

### Regional Population

Age	2017	2023	Change	Generation
Under 5 years	1,197	1,022	-17%	Alpha
5 to 9 years	1,021	1,239	18%	
10 to 14 years	1,361	1,197	-14%	Gen Z
15 to 19 years	1,885	1,532	-23%	
20 to 24 years	2,129	1,662	-28%	
25 to 29 years	1,319	1,659	20%	Millennials
30 to 34 years	1,395	1,257	-11%	
35 to 39 years	1,575	1,452	-8%	
40 to 44 years	1,356	1,400	3%	Gen X
45 to 49 years	1,945	1,141	-70%	
50 to 54 years	2,032	1,591	-28%	
55 to 59 years	2,162	1,730	-25%	
60 to 64 years	1,912	2,457	22%	
65 to 69 years	1,442	1,907	24%	Baby Boomers
70 to 74 years	1,194	1,956	39%	
75 to 79 years	1,038	1,128	8%	
80 to 84 years	674	618	-9%	Silent
85 years and over	676	775	13%	

Xennials

This may read as welcome news to NBCTC’s bottom line. Boomers were the first generation raised on television as their main media source and Xennials, born between 1977 and 1985, were the last generation raised on appointment viewing television—think ABC’s “TGIF” prime time television block in the 1990s and NBC’s “Must See TV” in the 2000s.

But while Boomers are more loyal to cable than younger generations, they are still cutting the cord—especially as they become more comfortable with streaming devices (Roku and Fire Stick) and services (Netflix, HBO Max, Disney+, Amazon Prime Video, Apple TV+) that offer flexible, ad-free viewing. Younger residents are far less likely to subscribe to traditional cable, having grown up on mobile devices with on-demand, short-form digital content.

Streaming technology alone does not account for the trend. Many regional cable customers **expressed dissatisfaction** with Spectrum following Charter’s 2016 acquisition of Time Warner Cable. Complaints included poor customer service, inconsistent signal quality, and frequent billing issues—frustrations that have driven even long-time subscribers to explore alternative platforms. Combined with steadily rising monthly costs, these service-related concerns have accelerated residents’ move away from cable. As media habits evolve, especially among younger audiences, cable is no longer the default gateway to local news and information—posing both a challenge and an opportunity for NBCTC to adapt its distribution strategies and funding sources.

# SWOT

This SWOT analysis, generated from interviews with the 10 stakeholders listed in the acknowledgments, is an excellent summary of the strengths, weaknesses, opportunities, and threats outlined in previous sections of this report. Comments are organized from most repeated to least repeated, then alphabetically.

## Strengths (S)

1. Matthew Tucker (6)
2. collaborative (5)
3. valued by the community (5)
4. in-studio productions (4)
5. training & equipment (3)
6. accessible (2)
7. government coverage (2)
8. reliable (2)
9. sports (2)
10. flexible (1)
11. parade (1)

## Weaknesses (W)

1. no community outreach (9)
2. legacy thinking & practices (4)
3. no school outreach (4)
4. outdated equipment (4)
5. no schedule/archive (3)
6. quality (3)
7. website (3)
8. dead air (2)
9. doesn't recruit young people (2)
10. on-location/live programs (2)
11. board (1)
12. buried cable channel (1)
13. capacity (1)
14. education coverage (1)
15. municipal relationship with Cheshire (1)
16. news coverage (1)
17. organizational partners (1)
18. trainings (1)

## Opportunities (O)

1. organizational partnerships (7)
2. student productions (7)
3. all ages programming (5)
4. college interns (4)
5. community outreach (3)
6. news broadcast (3)
7. pride of place (3)
8. digital distribution (2)
9. new funding sources (2)
10. automated municipal coverage (1)
11. board development (1)
12. in-studio productions (1)
13. short form video (1)

## Threats (T)

1. cable (9)
2. aging population (3)
3. relevancy (3)
4. federal rules (1)
5. limited teacher capacity (1)
6. local territorialism (1)
7. municipal disinterest (1)
8. oversaturated media market (1)
9. school resources (1)

## CATEGORIES

A simple SWOT analysis can reveal many things about a company, organization, project, or community. The easiest way to discover connections between comments is to follow the movement of a category (below) through each quadrant.

### Strengths (S)

OPERATIONS: Matthew Tucker; collaborative; accessible; reliable; flexible

OUTREACH:

PROGRAMMING: in-studio productions; government coverage; sports; parade

RESOURCES: training & equipment

TECHNOLOGY:

REPUTATION: valued by the community

FUNDING:

ENVIRONMENT:

### Weaknesses (W)

OPERATIONS: legacy thinking & practices; board; capacity; municipal relationship with Cheshire; no structured relationships with organizational partners

OUTREACH: no community outreach; no school outreach; doesn't recruit young people

PROGRAMMING: no schedule/archive; dead air; on-location/live programs; education coverage; news coverage

RESOURCES: trainings

TECHNOLOGY: outdated equipment; quality; website; buried cable channel

REPUTATION:

FUNDING:

ENVIRONMENT:

### Opportunities (O)

OPERATIONS: college interns; board development

OUTREACH: community outreach

PROGRAMMING: organizational partnerships; student productions; all ages programming; news broadcast; in-studio productions; short form video

RESOURCES:

TECHNOLOGY: digital distribution; automated municipal coverage

REPUTATION:

FUNDING: new funding sources

ENVIRONMENT: pride of place

### Threats (T)

OPERATIONS:

OUTREACH:

PROGRAMMING:

RESOURCES: limited teacher capacity; school resources

TECHNOLOGY:

REPUTATION: relevancy; municipal disinterest

FUNDING: cable

ENVIRONMENT: aging population; federal rules; local territorialism; oversaturated media market

To a majority of interviewees, the current executive director is the biggest asset to the organization. Six of the 10 interviewees cited Matt specifically when responding to the question, “What does NBCTC do well?” They referenced various personal qualities that, they believe, contribute to NBCTC’s operational strengths, including his vision, experience, intelligence, responsiveness, openness, and technological aptitude. Interviewees also identified the organization’s reputation for reliability, accessibility, and creative collaboration as key strengths. These traits are critical as leadership confronts operational weaknesses, including a small staff with limited financial resources, legacy thinking, and inconsistent relationships with community organizations. At the same time, NBCTC is well-positioned to capitalize on several operational opportunities, including funding for staff and board training, board recruitment, and reengaging regional schools to involve students in internships and media production.

The station’s strong in-studio production capabilities, respected government coverage, and emphasis on high school sports provide a solid programming foundation, yet these strengths are offset by structural gaps such as an inability to livestream, a dated production aesthetic, limited or inconsistent marketing, and a relatively minimal and topically narrow slate of original programming. These gaps are compounded by outdated equipment, a buried cable channel, and a website in need of modernization. Maintaining relevancy in a fragmented, oversaturated, and technologically evolving media environment is a growing challenge.

Despite these challenges, NBCTC is well-positioned to make immediate and meaningful progress. Its reputation, facility, and production flexibility remain critical assets as the organization navigates threats including declining cable revenues, an aging population, and territorialism among local stakeholders. New funding models—including opportunities to expand contributed income through grants, underwriters, memberships, and individual giving—could help offset financial instability. Reinvigorating school partnerships, launching collaborative productions, and offering community news programming would simultaneously address weaknesses in youth engagement, community coverage, and organizational visibility. And thoughtful investment in technology, board development, and digital outreach will be essential to ensure NBCTC’s adaptability and impact in the years ahead.

# STRATEGIC PLAN

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## Guiding Principles

### **MISSION**

NBCTC provides the communities of the northern Berkshire area with access to media platforms, production, facilities, and training.

### **VISION**

We envision a future in which NBCTC is the premier destination for local media, which fully engages everyone in our community.

### **VALUES**

Reliability, integrity, excellence, professionalism.

## Goals

### **1. FUNDRAISING**

Lay the groundwork for financial stability by cultivating an organization-wide culture of philanthropy and diversifying funding sources over time.

### **2. TECHNOLOGY**

Utilize cutting-edge technologies to enhance production, streamline digital and broadcast distribution, and attract new audiences.

### **3. CAPACITY**

Expand organizational capacity by fostering a motivated, skilled, and engaged team.

### **4. ENGAGEMENT**

Increase community connections by creating, distributing, and promoting local content across platforms.

# Strategies & Tactics

## **GOAL 1—Lay the groundwork for financial stability by cultivating an organization-wide culture of philanthropy and diversifying funding sources over time.**

Strategy 1-1: Support existing and explore new earned income streams.

- Promote and grow membership participation through targeted outreach and engagement.
- Research production service models that leverage staff capabilities and time.

Strategy 1-2: Integrate fundraising into all aspects of operations.

- Develop an underwriting program consisting of program-specific advertising and sponsorship opportunities.
- Plan and launch the organization’s first annual appeal, with an emphasis on storytelling and community impact.
- Brainstorm and pilot one special fundraising event with a possible organizing and benefit partner.
- Identify and pursue grant opportunities aligned with programming, community engagement, and/or technology initiatives.
- Develop an informal “give and get” board policy to normalize and encourage board members’ personal investment in the organization’s financial health—through direct contributions, peer-to-peer fundraising, or both.

Strategy 1-3: Set incremental and achievable fundraising benchmarks in the FY26 and FY27 budgets.

- Align fundraising goals with operational capacity and evaluate progress quarterly to inform resource planning.
- Train or recruit a board member to manage the organization’s accounts.

## **GOAL 2—Utilize cutting-edge technologies to enhance production, streamline digital and broadcast distribution, and attract new audiences.**

Strategy 2-1: Update production equipment.

- Prioritize the purchase of an upgraded video server with livestreaming, VOD, and high-resolution capabilities to improve program accessibility and visual broadcast quality.
- Develop a two-year technology plan to systematically yet gradually purchase up-to-date hardware.
- Standardize production expectations and develop clear guidelines to ensure consistent quality across all video content.
- Explore automated coverage solutions for municipal meetings to improve efficiency and expand coverage capacity.
- Partner with the four member towns to coordinate and support municipal A/V technology upgrades.

Strategy 2-2: Modernize distribution infrastructure.

- Redesign and rebuild the NBCTC website to improve user experience, navigation, and accessibility across devices.
- Optimize the use of YouTube, Facebook, Instagram, and Twitch as distribution platforms for NBCTC content.
- Assess opportunities for a mobile app that improves the user experience for digital audiences.

Strategy 2-3: Improve content discovery and access.

- Develop an up-to-date program schedule, published both online and on cable.
- Launch a searchable content archive with filters by date, topic, and municipality to improve access to past programming.

### **GOAL 3—Expand organizational capacity by fostering a motivated, skilled, and engaged team.**

Strategy 3-1: Empower staff through ownership, expectations, and support.

- Reevaluate roles and responsibilities to better align with each employee's strengths and interests as well as the needs of the organization.
- Develop task-based evaluation frameworks and annual performance reviews.
- Provide opportunities for technical re-training and professional development.

Strategy 3-2: Build a versatile and mission-aligned team.

- Train or hire a production manager to oversee the quality and depth of in-studio productions, develop and schedule cable and digital channels, and plan and lead trainings.
- Train or hire a community coordinator to deepen community engagement, manage the education program, and promote the organization's services.
- Recruit and train additional part-time production staff to increase the breadth of event coverage within the four-town region, including school programs, sports, and community events.

Strategy 3-3: Develop meaningful volunteer opportunities.

- Promote college internships and launch a high school internship program that engages students as peer storytellers and videographers.
- Build a stable of community volunteer videographers by emphasizing creativity, flexibility, and fun.

Strategy 3-4: Strengthen board leadership.

- Engage a consultant to facilitate board training and development, with a focus on governance, fundraising, and strategic alignment.
- Recruit new board members who have a passion for NBCTC's mission as well as experience in board service.

**GOAL 4—Increase community connections by creating, distributing, and promoting local content across platforms.**

Strategy 4-1: Grow community use of station resources.

- Cultivate relationships with northern Berkshire businesses and nonprofits—including marketing and communications teams, program staff, and educational departments—to support content creation.
- Create pathways for student-led productions by engaging with public school district faculty and staff, non-academic youth program directors, and college faculty.
- Offer a variety of accessible technical trainings for community members, students, and nonprofit partners.

Strategy 4-2: Begin production of original content.

- Create original features, short-form community stories, news collaborations, and field packages that highlight regional events, individuals, and issues.
- Strengthen municipal relationships by engaging all departments and committees in coverage, communications, and collaborations.
- “Air and share” more regional PEG content using the Berkshire access server.

Strategy 4-3: Improve public communications and outreach.

- Develop a funded and actionable marketing plan—expanding the investment annually—with owned, paid, and earned media to ensure consistent and clear communications.
- Refresh the station’s brand identity to reflect the organization’s vision as a hub for news, information, and creative expression.
- Publicly share the strategic plan to promote transparency, invite public buy-in, and build long-term relationships.

# IMPLEMENTATION SNAPSHOT

TACTIC	<6mo	6-12mo	12-18mo	18-24mo	LEAD <sup>#</sup>	RESOURCES NEEDED	FUNDING <sup>^</sup>
<b>STRATEGY 1-1: Support existing and explore new earned income streams.</b>							
Promote and grow membership participation through targeted outreach and engagement.					ED	Marketing plan, prospect list, CRM	
Research production service models that leverage staff capabilities and time.					ED, PM	Time for research, peer interviews	
<b>STRATEGY 1.2: Integrate fundraising into all aspects of operations.</b>							
Develop an underwriting program consisting of program-specific advertising and sponsorship opportunities.					ED	Flagship productions, rate sheet, prospect list	BTCF P&TA
Plan and launch the organization’s first annual appeal, with an emphasis on storytelling and community impact.					BoD	Mailing list, marketing assets, design/printing	
Brainstorm and pilot one special fundraising event with a possible organizing and benefit partner.					ED, Fundraising Committee	Event partner, venue, promotional plan	
Identify and pursue grant opportunities aligned with programming, community engagement, and/or technology initiatives.					ED	Time for research, grant calendar, proposal templates	MCC OG
Develop an informal “give and get” board policy to normalize and encourage board members’ personal investment in the organization’s financial health.					BoD		
<b>STRATEGY 1.3: Set incremental and achievable fundraising benchmarks in the FY26 and FY27 budgets.</b>							
Align fundraising goals with operational capacity and evaluate progress quarterly to inform resource planning.					ED, Finance Committee	Benchmark targets, evaluation tools	
Train or recruit a board member to manage the organization’s accounts.					Board member		
<b>STRATEGY 2.1: Update production equipment.</b>							
Prioritize the purchase of an upgraded CASTUS server with livestreaming, VOD, and high-resolution capabilities.					ED, Finance Committee	Budget allocation, vendor contract, staff training	MCC CFF; MKF
Develop a two-year technology plan to systematically yet gradually purchase up-to-date hardware.					ED, PM, Facilities & Equipment Committee	Needs assessment, phased budget, staff input	MCC CFF; GARF;

<sup>#</sup>ED: Executive Director; PM: Production Manager; CC: Community Coordinator; BoD: Board of Directors.

<sup>^</sup>See funding resources on pages 37 and 38 for details.

TACTIC	<6mo	6-12mo	12-18mo	18-24mo	LEAD <sup>#</sup>	RESOURCES NEEDED	FUNDING <sup>^</sup>
Standardize production expectations and develop clear guidelines to ensure consistent quality across all video content.					ED		
Explore automated coverage solutions for municipal meetings to improve efficiency and expand coverage capacity.					ED, PM	Product research, vendor quotes, testing	MA CHHA
Partner with the four member towns to coordinate and support municipal A/V technology upgrades.					ED, PM		MA CHHA
<b>STRATEGY 2.2: Modernize distribution infrastructure.</b>							
Redesign and rebuild the NBCTC website to improve user experience, navigation, and accessibility across devices.					ED	Vendor quotes, redesign plan, timeline	BTCF P&TA
Optimize the use of YouTube, Facebook, Instagram, and Twitch as distribution platforms for NBCTC content.					CC	Marketing plan, content calendar	
Assess opportunities for a mobile app that improves the user experience for digital audiences.					ED	Developer quotes, app feature list	
<b>STRATEGY 2.3: Improve content discovery and access.</b>							
Develop an up-to-date program schedule, published both online and on cable.					PM	Scheduling software, staff workflows	
Launch a searchable content archive with filters by date, topic, and municipality.					PM	Metadata strategy, archive backend, tagging system	
<b>STRATEGY 3.1: Empower staff through ownership, expectations, and support.</b>							
Restructure roles and responsibilities to better align with each employee's strengths and interests.					ED, Personnel Committee	Staff input, organizational chart revisions	
Develop task-based evaluation frameworks and annual performance reviews.					ED, Personnel Committee	Evaluation templates, goal-setting framework	
Provide opportunities for technical re-training and professional development.					ED	Training budget, vendor/training list	BTCF P&TA
<b>STRATEGY 3.2: Build a versatile and mission-aligned team.</b>							
Train or hire a production manager to oversee productions, liaise with partners, and lead trainings.					ED, Personnel Committee	Job description, salary, onboarding process	
Train or hire a community coordinator to manage engagement and education initiatives.					ED, Personnel Committee	Recruitment plan, position funding	

<sup>#</sup>ED: Executive Director; PM: Production Manager; CC: Community Coordinator; BoD: Board of Directors.

<sup>^</sup>See funding resources on pages 37 and 38 for details.

TACTIC	<6mo	6-12mo	12-18mo	18-24mo	LEAD <sup>#</sup>	RESOURCES NEEDED	FUNDING <sup>^</sup>
Recruit and train additional part-time production staff to increase event coverage.					PM	Outreach materials, training schedule	
<b>STRATEGY 3.3: Develop meaningful volunteer opportunities.</b>							
Redesign the college internship program and launch a high school version with peer storytelling.					CC	School contacts, internship guide	
Build a stable of community volunteer videographers by emphasizing creativity, flexibility, and fun.					PM	Messaging, training sessions, incentive plan	
<b>STRATEGY 3.4: Strengthen board leadership.</b>							
Engage a consultant to facilitate board training and development.					ED, Board Chair	Consultant, training materials	BTCF P&TA
Recruit new board members with passion for the mission and board experience.					Nominating Committee	Outreach strategy, nomination process	
<b>STRATEGY 4.1: Grow community use of station resources.</b>							
Cultivate relationships with businesses, nonprofits, and educators to support content creation.					ED, PM	Outreach plan, contact lists	
Create pathways for student-led productions by engaging school districts, youth programs, and local colleges.					CC	School contacts, event invites	BTCF ABC
Offer a variety of accessible technical trainings.					PM		
<b>STRATEGY 4.2: Begin production of original content.</b>							
Create original features, short-form community stories, news collaborations, and field packages that highlight regional events, individuals, and issues.					PM	Staff time, equipment	MCC CE; BTCF ABC; CCNB; GARF
Strengthen municipal relationships by engaging all departments and committees in coverage, communications, and collaborations.					PM	Time for outreach	
“Air and share” more regional PEG content using the Berkshire server.					PM	Server access, curation plan	
<b>STRATEGY 4.3: Improve public communications and outreach.</b>							
Develop a funded and actionable marketing plan, expanding the investment annually.					ED, CC	Software tools, design support	
Refresh the station’s brand identity to reflect NBCTC’s vision.					ED, BoD		BTCF P&TA
Publicly share the strategic plan to promote transparency, invite public buy-in, and build long-term relationships.					ED, BoD		

<sup>#</sup> ED: Executive Director; PM: Production Manager; CC: Community Coordinator; BoD: Board of Directors.

<sup>^</sup>See funding resources on pages 37 and 38 for details.

# APPENDIX

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## Marketing Plan

### OVERVIEW

This suggested marketing plan is designed to introduce a consistent and intentional approach to promoting NBCTC’s mission, programming, and services. With limited prior investment in marketing, the initial goals are to build awareness, grow audiences, and encourage participation across digital, physical, and community channels.

### BRANDING

Establish a clear, cohesive, and relevant brand that reflects NBCTC’s mission, values, and evolving role as a community media hub. Branding should be visually consistent (logo, colors, fonts, graphics) and tonally aligned across all platforms and materials.

#### Key Actions:

- Initiate a **renaming** process to explore a new identity that reflects the organization’s current mission and future direction (e.g., use of “Media” or “Community Media” in place of “Television”).
- Refresh **visuals** (logo, colors, fonts, graphics) to accompany the new name.
- Create simple brand **guidelines** for staff, volunteers, board members, and partners.
- **Apply** the new name and branding consistently across digital platforms, print materials, signage, swag, and communications.

### OWNED MEDIA

Invest in owned media to increase brand visibility, communicate directly with audiences, and add value to existing relationships.

#### Key Actions:

- Launch a bi-weekly email **newsletter** to highlight the upcoming program schedule, community events, special opportunities (new equipment, internships, etc), and trainings.
- Develop a strategic, goal-based **social media** content and publishing schedule. While consistent Facebook posting—particularly of the daily cable schedule—has improved, NBCTC should diversify its content to include behind-the-scenes photos, short video clips, staff spotlights, community highlights, and more engaging language to increase visibility and interaction. Research platforms, including YouTube, Facebook, Instagram, TikTok, and Twitch; pertinent and topical hashtags; and accounts to follow.
- Design **flyers** promoting the upcoming program schedule, special opportunities, and trainings and distribute through [berkshireFLYER](#), partner organizations, or with staff time.
- Create and distribute **swag** (yard signs, stickers, pens, cups, hats, t-shirts) to strengthen brand recognition.
- Host **open houses** and informal meet-and-greets to showcase equipment, introduce staff, and welcome new users. Incentivize these events (e.g., “Food Truck Fridays” in the parking lot) to encourage community participation and engagement.

## EARNED MEDIA

Leverage earned media to build credibility and expand reach through trusted third-party coverage.

### Key Actions:

- Write a compelling **boilerplate** that positions NBCTC as the region’s leading source for locally-produced news, culture, and civic storytelling—highlighting its role in connecting residents, amplifying community voices, and expanding access to public discourse.
- Issue **press releases** highlighting new programs, partnerships, milestones, and community impact stories.
- Build **relationships** with local journalists, editors, and media hosts to pitch feature stories and event coverage.

## PAID MEDIA

Utilize paid media to target and connect with potential viewers, volunteers, donors, and partners who may not yet be aware of NBCTC and its work.

### Key Actions:

- Leverage traditional **print** media such as direct mailers, billboards, and magazine and playbill ads to reach older or less digitally active residents.
- Use **digital** advertising (cinema slides, sponsored and boosted social media posts, search and display ads) to target specific audience segments with tailored messages and real-time performance tracking.
- Support youth sports teams and events through **sponsorships** that include logo placement on shirts, signs, or programs.
- Participate in **tabling** at community events and festivals, volunteer fairs, farmers markets, and civic gatherings for direct engagement with key constituencies and on-the-ground relationship building.

# Funding

## **BERKSHIRE TACONIC COMMUNITY FOUNDATION**

- **Arts Build Community: Incubation Grants (BTCF ABC)**  
Supports the testing of new ideas to increase community engagement through the arts and creative process, especially among communities of color, youth, immigrants and residents who would like to participate in arts and culture programming but face challenges such as cost, transportation and disconnection from the arts in the Berkshires. BTCF seeks to aid innovation among Berkshire County nonprofit arts and cultural organizations and community organizations that present significant arts and cultural programming as they launch new projects, expand existing programs and collaborate with other organizations.
- **Planning and Technical Assistance Grant Program (BTCF P&TA)**  
Funds projects that range from strategic planning assistance, board development, organizational assessments, evaluating business models and fundraising strategies, to website and database enhancements. Project proposals are expected to have the ability to illustrate how investing in this capacity building strategy now will result in enhanced organizational strength, resiliency, or effectiveness and how this hoped for outcome will result in the ability to advance their mission.

## **CULTURAL COUNCIL OF NORTHERN BERKSHIRE (CCNB)**

Prioritizes events and projects taking place within its 11 municipalities, and/or if the applicant resides in one of its 11 municipalities, and encourages activity that involves collaboration and grows community.

## **GEORGE A. RAMLOSE FOUNDATION (GARF)**

We generally fund smaller qualified organizations where grants will be used for specific equipment, special projects, or focused initiatives. We prefer grants that make a specific and identifiable impact, especially positive impacts on people. Small organizations receive preference over larger organizations. Newer organizations that are approaching a breakthrough moment of impact may receive preference. Most grants are in the \$2,000 - \$6,000 range. We have a consistent history of funding grants in these areas: Early Education, Human Services, Special Needs and Disabilities, Youth Development.

## **MASS CULTURAL COUNCIL**

- **Creative Experiences (MCC CE)**  
A new grant program for organizations that supports activities in the arts, humanities, and sciences that invite public participation, spark engagement, and contribute to the vitality of our communities. Funded activities may include festivals, performances, artist residencies, educational programs, conservation initiatives, and other creative projects designed to make cultural experiences more accessible.
- **Cultural Facilities Fund (MCC CFF)**  
An initiative of the state of Massachusetts that makes grants to support the acquisition, design, repair, rehabilitation, renovation, expansion, or construction of nonprofit cultural facilities statewide. Nonprofit cultural organizations, municipalities, and colleges or universities that own cultural facilities are eligible to apply.

- **Operating Grants for Organizations (MCC OG)**  
Provides multi-year, unrestricted operating grants to nonprofit organizations and cultural affiliates that enrich Massachusetts' cultural life.

#### **MCKEEN FUND (MKF)**

The Fund's Mission is to improve the lives of seniors, people with disabilities and disadvantaged children and families. The Trustees will also consider in addition to the donor's preferences, the demands of a changing world and its impact on the Fund's mission. The purpose of the McKeen Fund is to provide support to medical, educational, and social service organizations and programs that address the needs of vulnerable children and their families, and seniors. Grant applications will be considered where outside funding (including governmental) is not available; the project will be largely funded by the grant unless the grant request covers a discreet component of a larger project; funds will be used for capital projects including equipment or endowments; or funds will be used for specific programs that fit within the areas of interest.

#### **STATE OF MASSACHUSETTS**

- **Helping Hand Mini Grant (HHMG)**  
Assists Regional Transit Authorities, Councils on Aging/friends groups, and non-profit transportation providers to improve delivery of transportation services in rural and small urban areas.
- **Massachusetts Community Health and Healthy Aging Funds (MA CHHA)**  
The MA CHHA Funds, through contributions to equitable systems across sectors and the explicit prioritization of people of color and older adults, envisions Massachusetts communities that are transformed so that all residents have an equitable opportunity to have the highest quality of life possible. The Healthy Aging funding stream supports strategies that focus on the eight multi-sector domains of livability for age-friendly communities defined by the World Health Organization and the AARP (one of which is communication & information) and emphasize social determinants of health, and use policy, systems, and environmental change approaches.

# Outreach Checklists

## ARTS & CULTURE

ORGANIZATION	LOCATION	CONTACT	OUTREACH	INTERESTED
Adams Arts Advisory Board	Adams			
Adams Free Library	Adams			
Adams Historical Society	Adams		✓	
Adams Theater, The	Adams			
Berkshire Dance Theatre	Adams			
Berkshire Mountains Faerie Festival	Adams			
Susan B Anthony Birthplace Museum	Adams		✓	
Cheshire Cultural Center	Cheshire			
Clarksburg Town Library	Clarksburg			
Artist Book Foundation, The	North Adams			
Berkshire Art Museum	North Adams			
Berkshires Academy for Advanced Musical Studies	North Adams			
Common Folk	North Adams		✓	
Creative Soul	North Adams			
Future Lab(s) Gallery	North Adams			
Greylock WORKS	North Adams			
MASS MoCA	North Adams		✓	
Mill City Productions	North Adams			
North Adams Historical Society	North Adams			
North Adams Public Library	North Adams			
Studio 9	North Adams			
studio BOTH/AND	North Adams			
Tourists	North Adams			
Tupelo Press	North Adams			

## ECONOMIC DEVELOPMENT

ORGANIZATION	LOCATION	CONTACT	OUTREACH	INTERESTED
ProAdams	Adams			
Assets for Artists	North Adams			
Berkshire Innovation Center	North Adams			
Lever	North Adams			
Mohawk Trail Association	North Adams			
North Adams Chamber	North Adams			
North Adams Partnership	North Adams		✓	
1Berkshire	Pittsfield			
Berkshire Regional Planning Commission	Pittsfield			

## EDUCATION

ORGANIZATION	LOCATION	CONTACT	OUTREACH	INTERESTED
BART Charter Public School	Adams			
Hoosac Valley Regional School District	Adams		✓	
Rhythm Rhyme Preschool	Cheshire			
Clarksburg School	Clarksburg			
Berkshire County Head Start	North Adams			
Child Care of the Berkshires	North Adams		✓	
McCann Technical School	North Adams			
MCLA	North Adams		✓	
North Adams Public Schools	North Adams		✓	

## ENVIRONMENT / FARMING / ANIMALS

ORGANIZATION	LOCATION	CONTACT	OUTREACH	INTERESTED
Bascom Lodge	Adams			
Berkshire Mountain Search & Rescue Team Inc.	Adams			
Full Well Farm	Adams			
Got Spots Etc.	Adams			
Greylock Glen Outdoor Center	Adams			
Jaeschke's Orchard	Adams			
Clarksburg State Park	Clarksburg			
Many Forks Farm	Clarksburg			
Elmartin Farm	Cheshire			
Northern Berkshire Beekeepers Association	Cheshire			
Whitney's Farm Market & Garden Center	Cheshire			
Massachusetts DCR	Lanesborough			
Berkshire Natural Resources Council	Lenox			
Growing Healthy Garden Program	North Adams			
Hoosac Harvest	North Adams			
Hoosic River Revival	North Adams			
No Paws Left Behind	North Adams			
Plant Connector, The	North Adams			
Second Chance Composting	North Adams			

## HEALTH & HEALTHCARE

ORGANIZATION	LOCATION	CONTACT	OUTREACH	INTERESTED
Adams Ambulance Service	Adams			
Anahata Schoolhouse	Adams			
Clarksburg Senior Center	Clarksburg			
Alternative Living Centers	North Adams			
At Home TLC, Inc.	North Adams			
AYJ Fund	North Adams			
Berkshire Nursing Families	North Adams			
Brien Center, The	North Adams			
Ecu-Health Care	North Adams			
Greylock Yoga + Movement	North Adams			
Home Instead Senior Care	North Adams			
Miner Combat	North Adams			
North Adams Commons Nursing & Rehabilitation Center	North Adams			
North Adams Recreation Center	North Adams			
North Adams Regional Hospital	North Adams			
Northern Berkshire EMS	North Adams			
Northern Berkshire Pediatrics	North Adams			
Optimal Healing	North Adams			
PopCares Inc.	Williamstown			

## HUMAN SERVICES

ORGANIZATION	LOCATION	CONTACT	OUTREACH	INTERESTED
Adams Alert Hose Company	Adams			
Friends of the Binunsaran Library	Adams			
Clarksburg Volunteer Fire Company	Clarksburg			
Cheshire Volunteer Fire Department	Cheshire			
BFAIR	North Adams			
Berkshire Community Action Council	North Adams			
Berkshire Food Project	North Adams			
Berkshire Helping Hands	North Adams			
Haiti Plunge, The	North Adams			
Louison House	North Adams			
MS Support Foundation	North Adams			
North Adams Housing Authority	North Adams			
North Adams Pride	North Adams			
Northern Berkshire Community Coalition	North Adams		✓	
Northern Berkshire Habitat for Humanity	North Adams			
Northern Berkshire United Way	North Adams		✓	
UCP of Western Massachusetts	North Adams		✓	
Greylock Together	Williamstown			

### RELIGION / SPIRITUALITY

ORGANIZATION	LOCATION	CONTACT	OUTREACH	INTERESTED
St. John Paul II Parish	Adams			
St. Stanislaus Kostka Mission Church	Adams			
St. Mary of the Assumption Parish	Cheshire			
Congregation Beth Israel of the Berkshires	North Adams			
First Baptist Church	North Adams			
Living Hope Community Church	North Adams			
Mount Greylock Baptist Church	North Adams			
Northern Berkshire Christian Church	North Adams			
St. Elizabeth of Hungary	North Adams			

### SOCIETIES

ORGANIZATION	LOCATION	CONTACT	OUTREACH	INTERESTED
Adams Lions Club	Adams			
American Legion Post 160	Adams			
30th Masonic District/ Berkshire Lodge	Adams			
VFW Post 9144	Clarksburg			
American Legion Post 125	North Adams			
Elks Lodge No. 487	North Adams			
Fraternal Order of Eagles Auxiliary #310	North Adams			
Greylock Community Club	North Adams			
Rotary Club of North Adams	North Adams			
VFW Post 996	North Adams			

## YOUTH ACTIVITIES / SPORTS

ORGANIZATION	LOCATION	CONTACT	OUTREACH	INTERESTED
ACS Girls Softball League	Adams			
Adams Cheshire Little League	Adams			
Adams-Cheshire-Savoy Youth Soccer Association	Adams			
Adams Police Athletic League	Adams			
Adams Soccer Club	Adams			
Boy Scouts Troop 1038	Adams			
Boy Scouts Venturing Crew 9038	Adams			
Girl Scouts Troop 65376	Adams			
Adams Cheshire Hurricane Youth Football & Cheer	Cheshire			
Berkshire County Youth Lacrosse	Cheshire			
Youth Center Inc.	Cheshire			
Christmas Brook Figure Skating Club	North Adams		✓	
Girl Scouts Troop 65559; Troop 65412; Troop 65155	North Adams			
North Adams Soccer Club	North Adams			
North Adams SteepleCats	North Adams			
North Adams Youth Basketball League	North Adams			
Northern Berkshire Youth Baseball	North Adams			
Northern Berkshire Youth Hockey League	North Adams			
ROOTS Teen Center	North Adams			
Truly Independent Wrestling	North Adams			