

Worksession

**MEMORANDUM**

January 15, 2013

TO: Government Operations and Fiscal Policy Committee  
FROM: Dr. Costis Toregas, Council IT Adviser  
SUBJECT: Discussion- PEG Strategic Plan

Expected to attend:

Members of the Public, Education and Government (PEG) Governance Board  
Merlyn Reineke, Chair, and Executive Director, MCM  
Donna Keating, MCG  
Donna Bigler, MCG  
Neil Greenberger, County Council  
Melissa Pace, MC  
Dr. Dick Lipsky, MCPS  
Mitsuko R. Herrera, Cable and Broadband Administrator, DTS (non-voting)

**Staff Recommendations:**

1. Receive PEG Governance Board FY14 Strategic Plan and engage in a dialogue with PEG Governance Board members to highlight areas of Committee priority for FY14 and beyond.
2. Suggest ways to integrate the Plan outcomes in the upcoming budget discussions and the use of communications technologies as a tool to improve citizen dialogue.
3. Focus on Open Government strategic priority and provide guidance as to short-term priorities for PEG and its constituent organizations.

**Background**

The Committee has encouraged the members of the PEG network to develop “new mechanisms for allocating and managing Cable Plan resources, self governance of the PEG network and the development of strong leadership that can change the PEG direction and tangible outcomes”. The PEG leaders have indeed done just that and developed a strong governance mechanism (the PEG Governance Board or PGB) that has worked over the last few months to organize priorities, participate in the budget process with a single voice, and define a way forward. They have developed an FY13 Work Plan that

organizes their activities over the next 12 months in a collaborative manner and presented it to the Committee on September 20, 2012. The current discussion of a new Strategic Plan for FY14 on ©1-4 completes this important sequence of management steps, and comes to the GO Committee in time for the FY14 budget dialogue with the Executive branch, which was initiated with the release of the Preliminary Cable Plan on January 15, 2013.

### **Staff Suggestions for Discussion**

1. The FY13 Work Plan on ©5-9 identified several goals for the PEG entities. It is important to have some sort of assessment of how much has been accomplished, what major impediments have been experienced, and which strategies have not yet been deployed before addressing a Plan for FY14. An informal dialogue with Committee members should help launch this discussion.
2. The Open Government priority is important as it dovetails well into the Council initiative of a similar name. The use of PEG member channels to inform and channel citizens to the Open Data sites is integral to the success of the broader initiative. In addition, the development of a Search Engine Optimization capacity to improve the searching of multi-media content is an important element for the Council portal. Translating these commitments to work program elements in the FY14 budget remains a task for the future, and the Committee may want to indicate desirable modes of partnership through which such cross-organizational efforts can be undertaken.
3. The initiative on metrics and measurement of audiences is something the Committee has repeatedly suggested; it remains to be seen how this is carried out, but Committee members should indicate their support for this effort to quantify audience numbers and thereby establish the benefit of the PEG members' efforts in their unique audience segments, as well as for residents overall.

Date: January 10, 2013

To: Montgomery County Council Government Operations and Fiscal Policy Committee

From: PEG Governing Board / Merlyn Reineke, chair

Subject: PEG Governing Board Strategic Plan for FY 2014

As we have discussed with the GO Committee on several occasions over the past year, the County's public cable television stations are committed to creating unique local programming and to deliver original content through avenues that squarely address the changing world of communications. Collectively, we have made great strides in those directions and have plans in FY14 to continue fulfilling the mission of better serving the diverse target audiences of Montgomery County.

One major change for the PEG operation is that it is much more solid and efficient than it was just one year ago, thanks to the organization's revamped leadership structure. The PEG Governing Board has enabled us to make quicker, more decisive and impactful moves that are demanded by the accelerating role of media. Examples of our collaborations so far include the launching of the Montgomery Community Media's [mymcmedia.org](http://mymcmedia.org) website of local information that often cannot be found elsewhere, and the special event *Montgomery County Honors World War II Veterans*. Neither of these could have happened without the mutual resource sharing among all members of the PEG organization. More importantly, these were among the programs that demonstrated the strength of the PEG channels working in unison—and being able to act swiftly when a promising idea is presented.

Over the past year, our cameras and producers have been at more diverse events than ever before. Most significantly, the PEG has set new standards for getting this content to residents through video clips on our stations; on our web sites; on Councilmember web sites; on YouTube, Facebook and Twitter; and by supplying it to mainstream media—with whom we gladly share our work. And in many cases, we had County news and issues presented on our media platforms before the mainstream media gave this the prominence needed.

The revamped and evolving PEG organization will continue working to become an innovative, vibrant and thoughtful group of cable channels that reach many different audiences—including those whose main language is not English—with original local programming that is clear, informative and engaging. Major shared goals in FY 14 include a particular focus on enhancing the goal of Open Government, further expanding our Collaborations together, and creating more effective use of funds through Sustainability efforts to generate additional revenues. And finally, we are working on a means of Audience Measurement, to determine what those audiences want from local programming and to make the changes that will meet those demands.

We hope these strategic efforts meet with your approval, and we look forward to working with you in the year to come.

**FY '14 Strategic Plan  
PEG Governance Board**

**FOUR STRATEGIC PRIORITIES—**

1. *Open Government:*

- a. Working with County Executive's Office of Public Information, the PEGs will use their collective on-air and online resources to **drive audiences to Montgomery County's openMontgomery portal, enhancing government transparency, accessibility and efficiency.**
- b. Leveraging 'County Report This Week' and MCM's community engagement website and studios, **promote County Council's 'Digital Roadmap'** initiatives including promotion and hosting of Digital Hack-a-thons and outreach to Montgomery County-based businesses to encourage application development
- c. Working with the PEGs collective web teams, assist CCM in the implementation of **Search Engine Optimization capability for all Council meetings and worksessions**, allowing search of video content based on metadata
- d. To enhance County government's engagement with the community, the PEGs will **provide Social Media 'Brown Bag' training** for staff who wish to enhance their skills
- e. In a unique partnership, the PEGs will provide **multiplatform coverage around the June primaries for Election 2014** (as well as preparations for the Fall General Election), including video statements from candidates and debates, development of a Community Journalism core of more than 100 volunteers, and other New & Social Media activities including live election night coverage

PERFORMANCE MEASURE/OUTCOME: (TBD during Work Plan development)

2. *Collaboration:*

- a. Building on the most collaborative PEG program in the country, 'County Report This Week' will **build a shared Assignment Desk and multiplatform content** to increase efficiencies as well as coverage of local news and events
- b. Expanding beyond its World War II Veterans project, the PEG Governing Board will leverage its multiplatform and production resources to **capture multi-generational veterans' stories and make them available on-air and online**
- c. Analyzing current needs and future requirements, the PGB will **recommend a shared video archival system** that will reduce capital expenses while increasing the ability for PEG members to share multiplatform content. It will also make a recommendation on the best approach for a potential shared PEG Master Control
- d. **The PEG Governing Board will recommend expense allocations for all PGB capital expenditures from the Cable Communications Plan budget.** This fully collaborative process will ensure the best use of shared technologies and allocation of capital funds.
- e. Allocate resources to **increase engagement with multi-cultural communities**, including those for whom English may not be a primary language with the goal to increase

participation and awareness of government, school, community college and community-based services and programs

PERFORMANCE MEASURE/OUTCOME: (TBD during Work Plan development)

3. *Audience Measurement & Marketing:*

- a. Using a statistically-valid sampling of residents and focus groups, the PGB will **annually measure the audience for the PEG channels** and obtain additional feedback on programming to help guide collaborative productions
- b. With data from New & Social Media platforms, the PGB will **measure its online and mobile audience engagement**
- c. To increase audience awareness of PEG programming, PEG members will **develop and implement a collective 'PEG Network' branding identity**, and cross-promote key pop-out programs to grow interest and awareness

PERFORMANCE MEASURE/OUTCOME: (TBD during Work Plan development)

4. *Sustainability:*

- a. Using the Cable Plan's Youth line item as a beginning, the PGB will ensure the most effective use of funds **by implementing a content-driven RFP process** for Youth programs
- b. Focusing on four key areas (Youth, Veterans, Emergency Preparedness and Healthy Living), the PGB will **develop projects that seek additional outside grant and/or corporate funding** by leveraging the fundraising capability of Montgomery College, MCPS and MCM. These funds will be invested back in targeted-programming, developed by the collective PEG members
- c. Addressing budget opportunities and challenges, the PEG Governing Board will tackle them through a collaborative decision-making process

PERFORMANCE MEASURE/OUTCOME: (TBD during Work Plan development)

**Vision for the PEG Governance Board:**

Our vision is a community that is truly "The Digital County," where unique locally produced media reflecting the great diversity of Montgomery County is available to residents anytime, anywhere. Bound together by geography, the communities of Montgomery County (as identified by language, culture, and common interests, as well as by municipality, where applicable) will utilize content facilitated by the PEG organization that provides for open government, lifelong learning, respect for diversity, appreciation of the arts, programming to underserved audiences, and becomes a conduit for effective communication across all technological platforms.

The PEG organization will strive to facilitate resident training in the use of new media technologies, helping residents bridge the digital gap and understand how media can improve their families, homes and work places. Through content creation and distribution, the PEG organization will become part of the fabric of Montgomery County and serve as a key component of the best informed and best connected county in America.

**Members:**

County Cable Montgomery: Donna Bigler (County Executive), Neil Greenberger (County Council), Donna Keating (Media Services Office)

Montgomery College: Melissa Pace

Montgomery Community Media: Merlyn Reineke (Chair)

Montgomery County Public Schools: Dr. Dick Lipsky

Cable & Broadband Office: Mitsuko Herrera (non-voting)

September 14, 2012

**From: The PEG Governance Board**

**To: Councilmember Nancy Navarro (GO Committee Chair)  
Councilmember Valerie Ervin  
Councilmember Hans Riemer**

**Re: PEG Governance Board's FY '13 Work Plan**

As we move through Fiscal Year '13 and prepare for FY '14, the Montgomery County Public, Education & Government (PEG) Governance Board is excited to share its current year Work Plan. The Plan, developed in close collaboration with all PEG Board members, details a number of innovative new projects and approaches to on-air, online and on-demand programming:

- Through collaborative productions, the PEG Network will generate programming only available via the PEG, such as COUNTY REPORT THIS WEEK, the World War II Veterans commemoration and support for the County Executive's initiative to expand the county's recycling goal to 70%
- Working in collaboration, PEG members will partner to double the number of council worksessions available to the public in FY '13, enhancing the County Government's goal of Open Government and transparency. Funds for this activity have been generated through a newly-created NDA as part of the Cable Communications Plan
- Drive online and on-demand programming beyond individual PEG constituencies by aggregating content to the new community content portal, mymcmedia.org
- Explore the consolidation of shared technology resources and activities
- For the first time, perform an annual audience survey to assist in establishing collaborative PEG production goals and programming priorities
- Leverage the PEG's collective Social Media expertise to train council and executive staffs to better communicate with their constituents

As the GO Committee prepares for the FY '14 budget process, the PEG Governance Board will present its draft FY '14 Strategic Plan to the Committee in October, in advance of the submission of the Cable Plan to the Office of Management and Budget. In this way, the GO Committee and the entire council can have the opportunity to add additional ideas on how the PEG Network can enhance County Government priorities and overall communications through the multiplatform efforts of the PEG.

Respectfully submitted:

The PEG Governance Board

- Montgomery County Gov't, Media Services Branch: Donna Keating
- County Cable Montgomery: Donna Bigler (County Executive), Neil Greenberger (County Council)
- Montgomery College: Melissa Pace
- Montgomery Community Media: Merlyn Reineke (Chair)
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- Cable Office: Mitsi Herrera (non-voting)

## PEG Governance Board FY13 Work Plan

### Executive Summary:

Based on feedback from Montgomery County residents as well as key council staff, the PEG Governing Board has established the following six tactical goals for FY'13:

1. Ensure that Montgomery County residents can access government, education and community-generated programming on multiple media platforms, with high-impact events available same-day online.
2. Help strengthen the Comcast negotiating team's goal of carriage of PEG in High Definition by accelerating the PEG transition to HD programming.
3. Research and develop a work plan to consolidate shared technologies, including media storage and archiving systems, as well as a shared PEG master control.
4. Expand Youth and Spanish-language programming on-air and online, including partnering with other content-generating organizations throughout county.
5. Measure the communities that PEGs serve through annual audience measurements.
6. Assist County leaders in communicating with the community by providing on-site New and Social Media training to interested Council members and staff, including the County Executive's office.

### Overall Focus of the Board's Efforts:

- Budgetary recommendations to the County Executive and the County Council for FY13 and FY14 Cable Fund allocations.
- Coordination of technological innovation and resource-sharing among the members.
- Communication strategies for the PEGs with County and community stakeholders.
- Collaborative programming initiatives to enable coverage of major events and the production of certain programming that could not be done by a single entity.

### Vision:

Our vision is a community that is truly "The Digital County," where unique locally produced media reflecting the great diversity of Montgomery County is available to residents anytime, anywhere. Bound together by geography, the communities of Montgomery County (as identified by language, culture, and common interests, as well as by municipality, where applicable) will utilize content facilitated by the PEG organization that provides for open government, lifelong learning, respect for diversity, appreciation of the arts, programming to underserved audiences, and becomes a conduit for effective communication across all technological platforms. The PEG organization will strive to facilitate resident training in the use of new media technologies, helping residents bridge the digital gap and understand how media can improve their families, homes and work places. Through content creation and distribution, the PEG organization will become part of the fabric of Montgomery County and serve as a key component of the best informed and best connected county in America.

### Members:

Montgomery County Gov't, Media Services Branch: Donna Keating

County Cable Montgomery: Donna Bigler (County Executive), Neil Greenberger (County Council)

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Cable Office: Mitsi Herrera (non-voting)

**Meetings:** Monthly and as needed

**PEG Governance Board  
FY13 Work Plan**

**Work Plan, by Quarter:**

**First Quarter (July-September)**

*Budgetary recommendations*

- Submit PEG Governance Board's Future Fiscal Impact (FFI) for FY14. Line items to include: PEG warranties (PEG Operating), Youth and Arts Community Media, Multi-Language Production Services, Closed Captioning, Mobile Production Vehicle, Viewer Survey Services.
- Draft PEG Governance Board's FY14 Cable Fund budget request.
- Develop and implement process for FY13 Youth Media line item spending.
- Develop and implement process for FY13 Multi-Language Programming line item spending.

*Technology and resource-sharing*

- Establish New Media and Technology Committee. Committee's FY13 tasks per the future HD transition:
  - Review consultant (CEI) study recommendations and develop plan for future phase-in of scheduling tools for uploading programming data;
  - Explore a central video digital media storage/archiving system for MC, MCPS, MCM, and CCM
  - Develop infrastructure for digital media storage and shared master controls. Present plan to ITPCC for consideration.

*Communication strategies*

- Quarterly communications/meeting/lunch with GO Committee Chiefs of Staff.
- Plan four-part Tech Training series on new media for Council Staff and other key decision makers. Deliver first of four Tech Training in September.
- MCTV to continue airing PEG and County info on 24/7 news ticker.
- Per the commitment to support from all PEG agencies to support the MCM website as a substitute to the watchlocaltv.org website:
  - Develop workflow for digital content sharing between organizations and drive traffic to MCM website.
  - Re-direct watchlocaltv.org URL to MCM website.
- Support MCM's efforts to mine more PEG channel data for listing on mymcmmedia.org

*Collaborative programming initiatives:*

- Joint programming of weekly County Report This Week (CRTW), available on-air and online.
- Produce coverage of the Montgomery County Agricultural Fair in August.
- Sponsor an event in September to recognize the 70th anniversary of WWII veterans. Provide coverage to produce a Veterans/WWII documentary.

**Second Quarter (October-December)**

*Budgetary recommendations*

- Submit PEG Governance Board FY14 Strategic Plan and Budget request.

*Technology and resource-sharing:*

- Engineering review of MC, MCPS, MCM, and CCM equipment requests to drive cost-savings and resource sharing.

**PEG Governance Board  
FY13 Work Plan**

*Communication strategies*

- Deliver second of four Tech Training series on new media in December.
- Develop process for emailing regularly scheduled PEG updates of key videos/links to Council/staff.
- MCTV to continue airing PEG and County info on 24/7 news ticker.
- Quarterly communications/meeting/lunch with GO Committee Chiefs of Staff.

*Collaborative programming initiatives*

- Air Veterans/WWII documentary.
- Joint programming of weekly CRTW.
- Develop and implement annual viewer survey to assist in establishing goals and collaborative projects for FY '14.
- General Election Joint Coverage Vote 2012 and Promos about coverage.

**Third Quarter (January-March)**

*Budgetary recommendations:*

*Technology and resource-sharing:*

*Communication strategies :*

- Deliver third of four Tech Training series on new media in March.
- MCTV to continue airing PEG and County info on 24/7 news ticker.
- Create one Media Guide which lists all PEG resources, contacts, methods of making requests, request timelines for County departments and residents.
- Quarterly communications/meeting/lunch with GO Committee Chiefs of Staff.

*Collaborative programming initiatives:*

- Joint programming of weekly CRTW
- Develop PEG-wide content to raise interest and awareness in County's 70% recycling goal

**Fourth Quarter (April-June)**

*Budgetary recommendations:*

*Technology and resource-sharing:*

*Communication strategies:*

- Deliver fourth of four Tech Training series on new media in June.
- MCTV to continue airing PEG and County info on 24/7 news ticker.
- Quarterly communications/meeting/lunch with GO Committee Chief of Staff.

*Collaborative programming initiatives:*

- Joint programming of weekly CRTW.
- Produce Earth Day event in April, with a run-up of programming that highlights recycling that aligns with County's expanded goal for residents and businesses.

## PEG Governance Board – FY13 Work Plan

Core Communications & Innovations	<ul style="list-style-type: none"> <li>• New media &amp; social media training for Council and staff (<i>NEW</i>)</li> <li>• Expand distribution and cross-promotion of information and programs across PEG platforms (<i>NEW</i>)</li> <li>• Same-day multiplatform delivery of high-impact events (<i>NEW</i>)</li> <li>• Deliver weekly program, County Report This Week (cable, Internet, and Spanish versions)</li> <li>• Establish multilingual communications priorities (<i>NEW</i>)</li> <li>• Expand Constant Contact Quarterly Updates (<i>NEW</i>)</li> <li>• Develop single portal for communications requests (<i>NEW</i>)</li> </ul>			
Collaboration & Community Focus	<ul style="list-style-type: none"> <li>• Audience measurements through Internet analytics, web polls and surveys (<i>NEW</i>)</li> <li>• Expand single portal media guide (<i>NEW</i>)</li> </ul>			
	<u>SUMMER</u> --Mont Co Agricultural Fair --MCPS Back to School Fair	<u>FALL</u> --WWII Veterans Event ( <i>NEW</i> ) --2012 Elections	<u>WINTER</u> --WWII Veterans Documentary ( <i>NEW</i> )	<u>SPRING</u> --Earth Day ( <i>NEW</i> )
Technology	<ul style="list-style-type: none"> <li>• Continue expansion of cable programming to Internet and mobile platforms</li> <li>• Continue implementation of HD transition plan                             <ul style="list-style-type: none"> <li>• Consultant advice Peer review</li> <li>• Shared procurement</li> </ul> </li> <li>• Establish working groups re (<i>ALL NEW</i>)                             <ul style="list-style-type: none"> <li>• Media storage and archive retrieval systems</li> <li>• Editing software replacement solution</li> <li>• Equipment maintenance contracts</li> <li>• Shared studio and master control planning</li> </ul> </li> <li>• Develop shared IT video applications and solutions to present to ITPCC (<i>ALL NEW</i>)                             <ul style="list-style-type: none"> <li>• Shared networking of video files</li> <li>• Uploading of programming schedules</li> <li>• Administrative access to County-hosted web sites</li> </ul> </li> </ul>			
	<u>SUMMER</u> --Review HD consultant transition advice	<u>FALL</u> --Shared procurement	<u>WINTER</u>	<u>SPRING</u>
Management	<ul style="list-style-type: none"> <li>• Support Comcast and RCN renewals (<i>NEW</i>)</li> <li>• Quarterly meetings with GO Committee staff (<i>NEW</i>)</li> </ul>			
Budget	<u>SUMMER</u> --Submit Future Fiscal Impact information and review NDA priorities with GO Committee	<u>FALL</u> --Discuss PGB and Council Cable Fund priorities with GO Committee	<u>WINTER</u> --Submit Cable Fund budget recommendations to County Executive	<u>SPRING</u> --Review PBG FY14 Strategic Plan and County Executive budget recommendations with County Council
	FY14 Budget Development Issues <ul style="list-style-type: none"> <li>• Expansion of multilingual staff</li> <li>• Expansion of youth media</li> <li>• Open Government initiatives</li> <li>• Growth of MyMCMedia.org</li> </ul>			