



# Schuyler Media Network

## Strategic Vision and Plan

November 5th, 2015

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# Creating a Strategic Vision and Plan for the Schuyler Media Network

*The purpose of this document is to act as a roadmap or a compass. It is not a step-by-step implementation guide, but is intended to provide guidance for helping the Schuyler Media Network become a reality.*

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# PROCESS

Two and a half months ago we set out to inform the public and promote the town through the formation of a new entity: the Schuyler Media Network.

*Participants were asked to attend six separate sessions, as outlined below:*

- Kick Off and Situation Assessment (August 20th, 2015)
- Strategic Plan Development
  - Vision Statement (September 3rd)
  - Long-term Strategic Goals (September 10th and October 1st)
  - Short-term Tactics (October 1st and October 22nd)
- Strategic Vision and Plan Presentation (November 5th)

The team met from 2:30-4 p.m. at the Homestead Center in Schuyler, NE. Each session was facilitated by Katie and Justin Kemerling.

# PROCESS

Five sessions later, we feel we've addressed our initial problem statement: Inform public and promote Schuyler.

“ ”

*I like the opportunity to be first in line to be a trend setter in an idea such as this within a community this size.*

– Brian

## Participants:

Bonnie McPhillips

Brandy Johnson

Brian Bywater

Cheryl Brandenburgh

Claudia Lanuza

Dan Hoelsing

Dan Staack

Jeff Droge

Kem Cavanah

Kevin Beune

Kevin Hoffart

Mary Preschel

Ron Kluck

Stephen Grammer

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# OPPORTUNITY

## **Who is going to provide local news content for Schuyler?**

The purpose of the strategic visioning / planning sessions is to provide direction in considering the possibility of forming a Schuyler Media Network that can effectively inform the public on local happenings, as well as promote the community as a great place to invest, live, work and raise families.

## ***How Americans choose to get their news\****

- The majority of Americans across generations now combine a mix of sources and technologies to get their news each week.
- There are five devices or technologies that majorities of Americans use to get news in a given week (TV, Laptop, Radio, Newspaper/Magazines, Cell Phone & Tablet).

*\*Media Insight Project, 2014 Study*

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# OPPORTUNITY

## ***How Americans choose to get their news\****

- Tech-savvy news consumers continue to use traditional platforms as well ... They are no more or less likely than everyone else to use print publications, television, or radio to access the news.
- Social media is becoming an important tool for people across all generations to discover news — but hardly the only one, even for the youngest adults.
- People across all generations are most likely to discover news by going directly to a news organization, rather than letting the news come to them ... Hearing directly from the reporting source is preferred.

*\*Media Insight Project, 2014 Study*

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# SWOT ANALYSIS

## **Strengths**

- A strong, diverse culture.
- A young population who is technology savvy.
- Strong community leadership that is motivated to drive change.
- Existing community-owned resources that can be leveraged as Schuyler Media Network communications vehicles.
- The community is growing — and has strong community loyalty, involvement and collaboration.

## **Weaknesses**

- Resources (time, talent and money) are limited — and there is a lack of funding for initiatives like this.
- Schuyler is slow to embrace change.
- Culture diversity leads to language, tech, and income barriers.
- Gaps in our community: infrastructure, culture, generational, wage, tech, etc.
- Lack representation of community leaders for all cultures in the community.

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# SWOT ANALYSIS

## **Opportunities**

- Provide jobs and/or real-world learning opportunities for younger work force.
- Create mutual-beneficial partnerships with existing news/media resources.
- Bring residents together with information and media sources that are relevant and valuable.
- Leverage the Schuyler Community Schools as a technology and/or media producer.

## **Threats**

- Close-minded, change-adverse community would not embrace a new community-based media model.
- Being able to successfully get buy-in from all ethnic community leaders that could help with implementation/adoption.
- Secure funding and resources for sustainable output.
- Coordinating content, as well as ensuring content can be understood by all community members.

# SHARED VISION

“ ”

*The potential Schuyler has is most exciting. I want to see that potential turn to action – and see how this plan can make that happen.*

– Stephen

## **Three Words to Describe SMN in 5 Years:**

- Positive, Current, Community-centered
- Informative, Accessible, Manageable
- Factual, Timely, Everyone
- Diverse (culturally), Reliable, Innovative
- Instant, Accessible, Relevant
- Growing, Engaged, Inclusive
- Reliable, Relevant, Exciting
- Current, Professional, User-friendly
- Sustainable, Interactive, Creative
- Progressive, Balanced, Supportive

- THE VISION -



*Empowering our community  
with reliable, relevant and  
accessible information.*

# FURTHER DEFINITION

“ ”

*I'm most excited about the opportunity to help bring a community that has cultural diversity together. I want this to help gather people together around a common goal.*

– Bonnie

## **Reliable Is...**

Accurate

Factual

Dependable

## **Is not...**

Biased

Discriminatory

## **Relevant Is...**

Timely

Accurate

Meaningful

## **Is not...**

Limited

Gossip

## **Accessible Is...**

Convenient options

Multi-lingual

Free/low cost

## **Is not...**

Restricted

Limited

Cost-prohibitive

- THE PLAN -



## **Long-term Goals**

*During this process, four key long-term goals that the SMN should accomplish over the next 5 years were identified. These goals were designed to translate the vision into concrete objectives that the organization plans to achieve, bringing our vision into reality.*

# 1) Develop a Web-based, Multi-media Platform

Build a Web-based platform that can be a community hub and house content, information and news from community partners.

***Critical steps that need to be taken in the next one to two years:***

- Establish domain and identity.
  - Look into new URL
- TV: access to public-use channel
  - Info/material
  - Time frames
  - Live programming
- Plan for features/functions of the site for operational success
- Link to existing community communications assets and identify key topics for each asset/channel to provide information on
- Survey the community on:
  - Most relevant news and information
  - Technology use and preferences
  - Media use and preferences for news
- Hold key influencer meeting for groups not represented in current conversation to educate and establish buy in
- Reach out to other tech companies (i.e. IBM or Microsoft) to see if there are existing resources, software or out-of-the-box solutions we could pilot/test for the SMN (this would quickly add credibility if a big brand is backing our technology efforts)

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## 2) Build a Partnership Network

Attract partners from a variety of community groups/organizations to meet needs of content creation, curation and promotion.

**Critical steps that need to be taken in the next one to two years:**

- Meet with existing Schuyler groups and organization, discuss the vision and opportunity of the Schuyler Media Network. Groups for SMN outreach include:
  - Schuyler schools, Headstart, CCC, Eagle Communications, US 92, Chamber of Commerce, City/Utility, NPPD, Schuyler Community Development, Inc., LEE Enterprises (Sun), Colfax Theatre, Digits Radio Stations, Churches, Service Groups (Rotary or Sertoma), Library, East Central Health Department, Cargill (closed circuit TV station or CCC tie), Public safety groups, Police dept., Fire dept., Homestead Center, 4H Extension Office, Community Banks, Neighbor Works (for events/housing info), Ethnic-specific groups Comite Latino de Schuyler and Others), Historical Society, Senior Center, Black Hills Energy*
- Determine content contribution for each existing group/organization.
  - i.e., Chamber of Commerce = business content and updates
- Create SMN-specific materials, documents and leave behinds for partnership conversations.
- Create launch announcement/news release and distribute to create community awareness.

### 3) Attract Users

Ensure community is using and promoting SMN.

**Critical steps that need to be taken in the next one to two years:**

- Develop a “beta user” program
- Create a launch plan
  - Eagle Communications announcement to current customers
  - Social media content pushed out on city-owned channels and partner channels
  - Flyers: Mailboxes, grocery store, etc.
  - Mailings/Utility bill inserts
  - Explore non-traditional channels for promotion i.e., Comite Latino de Schuyler
  - Door-to-door team(s)
  - Banner ads on current community communication channels (to drive traffic to SchuylerMedia.com)
  - Content widgets to be added to current community channels (to drive traffic to SchuylerMedia.com)
- Write a formal press release.
- Develop and send alumni communications
  - Email
  - Social media
  - Robo call feature
- Create signage that can be featured in partner spaces
  - Schuyler schools signage
  - Homestead Center signage
- Partner with the Schuyler Schools to support communications efforts:
  - Parent teacher conferences, Tech booth, Robo calling system
- Leverage planned community events for promotional opportunity:
  - Labor Day, Fire fighters breakfast, Latino events

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## 4) Generate Revenue

Design revenue models to generate income for SMN and ongoing financial sustainability.

***Critical steps that need to be taken in the next one to two years:***

- Explore public funding potential through the Schuyler school partnership.
- Research available grant funds and submit for funding.
- Ask for in-kind contributions from partner and non-partner organizations.
- Look at creating Sponsored Content on the site where a community business can pay to have a story featured on SchuylerMedia.com.
- Build in digital advertising opportunities.
- Revenue swap (bartering).
- Ask for donations...
  - Equipment/technology donations from big tech companies (i.e., what Discovery did for the school system)
  - Alumni (micro-transactions)
  - Community (micro-transactions)
  - Big gifts (corporations)
- Create content / materials for sponsorship asks.

# OUTCOMES

## 1) *Vision complete*

## 2) *Logo designed*

- We started with a Sun which is an ode to the Schuyler Sun logo.
- The sun is surrounded by dots representing people coming together.
- A network is created with people connecting to each other through the Sun.
- Bright yellow with a bright blue and green horizon to speak to an optimistic community.

## 3) *Domains secured*

- SchuylerMediaNetwork.com
- SchuylerMedia.com
- SchuylerMediaNetwork.net
- SchuylerMedia.Net
- SchuylerNews.com
- SchuylerNews.net
- SchuylerMediaNews.com
- SchuylerMediaNews.net

## 4) *SMN plan is being handed off to Schuyler Schools for 2016 Strategic Plan integration*

## 5) *Columbus News Team & News Channel Nebraska partnership*

## 6) *Omaha World-Herald coverage*

“ ”

*Keeping community connected. It's not just local. It's across the street, across town and around the world.*

— Dan

# A NOTE FROM YOUR FACILITATORS

“ ”

*Six sessions, 7.5 hours and 89 sticky notes later... you did it! And you should be proud. Thank you for taking time out of your busy schedule to participate, to dream, to work. It's with your insight, input and vision that the Schuyler Media Network can become a reality. This is just the beginning! Congratulations!*

*– Katie Kemerling*

“ ”

*We are so happy with the hard work you all have put into this process. We're excited for you to get out there and share this with the community and we just know the Schuyler Media Network is going to be truly a force for good in 5 years.*

*– Justin Kemerling*

- APPENDIX -



*Agendas, handouts, documents, etc.*

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# Session 1

## AGENDA

- 2:30 p.m. Welcome – *Kem Cavanah*
- 2:35 p.m. Participant Introductions
- Name and company/organization you represent
- 2:45 – 2:50 Review today’s agenda – *Katie Kemerling*
- 2:55 – 3:00 Schuyler Media Network kick off – *Katie & Justin Kemerling*
- Why we’re here today
    - Problem statement
    - Situation overview
    - Present opportunity
    - News media landscape
  - Participant expectations
  - Future working sessions and outcomes

*5-10 minute break*

- 3:10-3:15 p.m. SWOT exercise explanation – *Katie & Justin Kemerling*
- 3:15-3:35 SWOT Analysis – *Large group brainstorm activity*
- Identify the Strengths, Weaknesses, Opportunities & Threats we need to consider when building the Schuyler Media Network.
- 3:40-3:50 Share SWOT insights – *Group & Facilitators*
- 3:50-4:00 Summarize, Next Steps & Wrap Up – *Katie & Justin Kemerling*

### Notes/Documentation From SWOT Exercise

#### Strengths

- **A strong, diverse culture.**
- **A young population who is technology savvy.**
- **Strong community leadership that is motivated to drive change.**
- **Existing resources that can be leveraged as Schuyler Media Network vehicles.**

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# Session 1

## NOTES

(pg 1)

- **The community is growing – and has a strong community loyalty, involvement and collaboration.**
  - **A strong, diverse culture.**
    - Culturally diverse
    - Diversity (3)
    - bilingual
    - Demographics
  - **A young population who is technology savvy.**
    - Young population (4)
    - Young = connected to peers/friends
    - young people likely have smartphones
    - Average age of population, which is 29
  - **Strong community leadership that is motivated to drive change.**
    - Leadership in the community (3)
    - Drive and motivation to make this happen
  - 30 years of experience in changing demographics
  - Willingness to forge new partnerships
  - Futuristic/visionary thinking
  - Economic growth of community is positive
  - Technology infrastructure (2)
    - Connectivity
    - Ability to react quickly during emergencies
    - solid cyber service to community
    - excellent telephone system for Internet connections
  - Transport
    - Trail/park system local pride
  - New levy

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# Session 1

## NOTES

(pg 2)

- Need for publications
- Growing market/population/community (3)  
Stable and young community  
growing population and student enrollment
- Community size  
Listening market (size of population)
- New housing lots  
Spec homes by Schuyler high school
- Stable local government  
Abundance of water-electricity locally owned  
Strong state Senator – Johnson  
Broader info – provide videos of city council meetings on local cable channel
- Healthcare
- Local service organizations and church groups
- Job opportunities  
Cargill  
Adaptability and migrant workforce  
Largest employer in NE  
Entrepreneurs, small businesses and start ups
- Timing is ripe to take action
- Central Community College near by
- **Existing resources that can be leveraged as Schuyler Media Network vehicles:**
  - Relationship with CCC (3)
  - School/community partners (7)
  - Education system/new school
  - Community website
  - Local business expansions

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# Session 1

## NOTES

(pg 3)

- School has automated phone system to reach parents with announcements
  - Library is great to use for computer/Internet access when none at home
  - Colfax theater
  - Chamber E-newsletter
  - “Infine Campus” app
  - Cable TV Channel
- 
- Geographic location (3)  
Highway 30, 4 lanes west and in near future east (2)  
county seat
  
  - **The community is growing – and has a strong community loyalty, involvement and collaboration.**  
Community involvement/engagement  
Community loyalty  
Strong sense of community pride  
Strong support for community collaboration

### Weaknesses

- **Resources (time, talent and money) are limited – and there is a lack of funding for initiatives like this.**
- **Slow to embrace change.**
- **Culture diversity leads to language, tech, and income barriers.**
- **Gaps in our community: infrastructure, culture, generational, wage, tech, etc.**
- **Lack representation of community leaders for all cultures in the community.**
  - **Slow to embrace change.**  
Slow to embrace change  
Embracing change  
Self-imposed limitations  
Older community not open to change  
**Need more community leaders to emerge all cultures**  
Not enough volunteers  
Public participation and involvement  
Parent/Community involvement

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# Session 1

## NOTES

(pg 4)

- **Culture diversity leads to language, tech, and income barriers.**
  - Language barriers
  - Cultural segregation
  - Disjointed diversity
  - Communication amongst different ethnic groups
  - Diversity / Language
  - English not primary language (difficulty knowing if public understands)
  - Language barrier
  - Limited interpreters with adequate communication skills
  
- **Gaps in our community: infrastructure, culture, generational, wage, tech, etc.**
  - Aging infrastructure
  - Network/Medium
  - Boundaries are seen between cultures
  - Generation gap?
  - Wage levels – Cost of living gap
  - Income – Technology gap
  - Generation/differences pertaining to technology
  - “Senior” generation not interested in “tech” media – they like “paper!”
  
- **Public relations (2)**
  - School-Community image
  - Network infrastructure across the community?
  - Internet access
  - Reliable media sources
  - Compatibility of network
  - First generation tech users
  - Unknown number of households with internet-cable TV
  
- **Competing with larger communities (Columbus / Fremont)**

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# Session 1

## NOTES

(pg 5)

Proximity to larger communities

Location proximity

- No radio station
- Need a wider variety of retailers have to drive out of town too much
- FEMA flood plain
- Housing
  - Lack of knowledge in regard to resources
  - Lack of communication at times
- Resources (time, talent and money) are limited – and there is a lack of funding for initiatives like this.**
  - Lack of funding
  - Increases in cost for services (2)
  - Financial resources (2)
  - Funding restrictions on the city budget
  - Limited resources (2)
  - Manpower resources
  - Overcoming perception of the community

### Opportunities

- Provide jobs and/or real-world learning opportunities for younger work force**
- Create mutual-beneficial partnerships with existing news/media resources.**
- Bring residents together with information and media sources that are relevant and valuable.**
- Leverage the Schuyler Community Schools as a technology and/or media producer.**
  
- Bring residents together with information and media sources that are relevant and valuable.**
  - Bring residents together – unifying the community

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# Session 1

## NOTES

(pg 6)

Quaint community – strong neighborhoods  
Bring community together (young/old/ethnic)  
Stronger community  
Great community support for new ideas  
Collaboration – Other communities or partners  
Need to hire or contract with a social media expert to work with community groups and businesses

☐ **Create mutual-beneficial partnerships with existing news/media resources.**

Support of local news media (radio, TV, papers, web,...)  
Partnering with Columbus news team  
Increased outside investment

☐ **Leverage the Schuyler Community Schools as a technology and/or media producer.**

Schuyler community schools  
School involvement  
Alumni  
Growing school involvement  
School partnership

☐ Provide information for local businesses to share w/ customers

☐ Surplus of media exchanges to utilize  
Existing community news/neighbor networks  
interest in local news is increased, similar to why we like social media  
Popularity of joining networks with people you like  
Selfie generation  
people (citizens) interested in telling their stories

☐ Cargill help (2)

☐ Economic development  
Increase business growth  
Economic vibrant area

☐ Success stories breed success

☐ Growth in population (2)

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# Session 1

## NOTES

(pg 7)

- Room/space for more housing
- Attract out-of-town investment both private and public
- Central community college
- Culture sharing/experience
- Community partnership
- New cultures and populations moving into Schuyler
- Development of Hispanic leadership
- Expand and enhance activities at library for all
- Community visibility
- Regional impact (Schuyler – North Bend, Schuyler – David City, Schuyler – Columbus)
- Strategic location
- Think tank group exists and/or are able to be organized
- Grants – low interest loans
- Expand Channel II coverage of city events/news
- Unserved needs
- Risk takers in leadership positions  
Community leaders in City Council, Schuyler Economic Dev., Chamber, Schools, Churches
- Unlimited opportunities

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# Session 1

## NOTES

(pg 8)

- **Provide jobs for younger work force**  
Collaboration of career pathways programming between Schuyler High School & CCC  
Cross-culture groups with common interest  
“Bridge” the generational gap  
Getting youth in schools involved and also provide them with journalism education
- Large potential  
Room for network infrastructure expansion
- Model for international community
- Partnership between business, schools, parents
- More personable
- Common interests
- Room for growth and development
- Excellent opportunity to sell the community to neighboring communities

### Threats

- **Close-minded, change-adverse community would not embrace a new community-based media model.**
- **Being able to successfully get buy-in from all ethnic community leaders that could help with implementation/adoption.**
- **Secure funding and resources for sustainable output.**
- **Coordinating content, as well as ensuring content can be understood by all community members.**
- Bigotry
- Rumors about whatever, which are unfounded

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# Session 1

## NOTES

(pg 9)

- Infrastructure  
Wireless communities
- Keeping youth in community
- Over saturated media subscriptions
- **Close-minded, change-adverse community would not embrace a new community-based media model.**
  - Closed mindedness
  - C.A.V.E. Society: Citizens Against Virtually Everything
  - Closed-minded people
  - Inability to embrace change
  - Low expectations
  - Negativity
  - Self-imposed barriers to building new relationships
- **Getting buy-in from ethnic community**
- Economic viability (Cargill, Agriculture, Local Business)
  - Career paths today vs. yesterday (# of job changes)
  - Job growth opportunity
  - More transient population due to large employer
- Medium that reaches all
- Negative PR
  - Bad rap – PR issue from surrounding communities
  - Community perception
- Not tapping into our resources
- Proximity of larger media markets
  - Geographic location...too close to Columbus, Fremont, Omaha and Lincoln for retail business
  - Columbus is growing toward Schuyler, rather than vica versa

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# Session 1

## NOTES

(pg 10)

- Those that work here but do not live in community
- **Coordinating content**  
Governing content
- Level of interest (champion needed)  
Limited active individuals
- People already get news from somewhere
- Not keeping up with more aggressive social media marketers
- Legal issues
- **Funding opportunities**  
Lack of funding  
Financial resources  
Lack of funding
- Costs  
Excessive fees for TV/phone/electronic devices  
Changing commodity prices
- **Sustainability**  
Human capital to make it happen
- Language barriers for communication (2)  
Language culture divide



# Schuyler Media Network

## Session 1

**August 20th, 2015**

*Facilitation by Katie and Justin Kemerling*

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*Why are we here today?*

# Inform public and promote Schuyler

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## OVERVIEW

### ***The Sun* closed its office in Schuyler.**

The Internet has changed the platforms and delivery systems for news. This has resulted in media formats evolving at an accelerated rate of change. With *The Sun* closing its office in Schuyler, the platform for delivering local information and promoting the Schuyler community will be different in the future than in the past.

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# OPPORTUNITY

## **Who is going to provide local news content for Schuyler?**

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# NEWS MEDIA LANDSCAPE

## **How Americans choose to get their news\***

- The majority of Americans across generations now combine a mix of sources and technologies to get their news each week.
- There are five devices or technologies that majorities of Americans use to get news in a given week (TV, Laptop, Radio, Newspaper/Magazines, Cell Phone & Tablet).
- Tech-savvy news consumers continue to use traditional platforms as well ... They are no more or less likely than everyone else to use print publications, television, or radio to access the news.

*\*Media Insight Project, 2014 Study*

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# NEWS MEDIA LANDSCAPE

## **How Americans choose to get their news\***

- Social media is becoming an important tool for people across all generations to discover news — but hardly the only one, even for the youngest adults.
- People across all generations are most likely to discover news by going directly to a news organization, rather than letting the news come to them ... Hearing directly from the reporting source is preferred.

*\*Media Insight Project, 2014 Study*

# NEWS MEDIA LANDSCAPE

## Interest in different news topic by age\*

Topic	% Who Follow News on This Topic			
	18-29	30-39	40-59	60 and older
Traffic and weather	71	93	81	95*
Environment and natural disasters	69	78	74	87*
Your local town or city	57	77	79	83
National government and politics	57	79	73	79*
Business and the economy	62	67	69	80
Crime and public safety	64	68	62	80
Foreign or international issues	59	78	63	79*
Health and medicine	62	57	68	69
Schools and education	49	67	66	56
Science and technology	59	69	53	58
Social issues	64	56	51	54
Sports	41	65	41	50
Lifestyle topics	40	48	45	45
Entertainment and celebrities	58	46	28	31
Art and culture	30	35	27	46

\*Media Insight Project, 2014 Study

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*Expectations:*

# **Dare to dream!**

- Suspend your judgment
- Don't worry about execution (initially)
- Don't be afraid to share your ideas
- Don't let the past limit future opportunity
- Stay focused on the current session's goal
- Build on other's ideas
- Go for quantity of ideas
- Engage in the idea of "what's possible"

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# PARTICIPATION

## **Future Working Sessions**

*You may anticipate six separate sessions, which will be 90 minutes each.*

- **Phase 1:** Situation Assessment (1 session)
- **Phase 2:** Strategic Plan Development (2-3 sessions)
  - Vision Statement
  - Long-term Strategic Objectives
  - Short-term Goals & Priorities
- **Phase 3:** Communications/Implementation Plan (1-2 sessions)
  - Action Items & Roll Out
  - Reporting Commitments

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# **Session 1: Situation Assessment**

GOAL: Assess our ability to unlock the potential of a Schuyler Media Network through a SWOT analysis.

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**S**

*Strengths*

**W**

*Weaknesses*

**O**

*Opportunities*

**T**

*Threats*









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# Session 2

## AGENDA

(pg 1)

2:30 p.m. Welcome – *Kem Cavanah*

2:35-2:40 p.m. Session 1 Recap & Today's Agenda – *Katie Kemerling*

### Session 1: August 20, 2015

- *Problem Statement: To inform the public and promote Schuyler.*
- *Our Opportunity: To provide direction in considering the possibility of forming a Schuyler Media Network that can address the problem statement.*
- *SWOT Key Takeaways:*
  - **Strengths**
    - A strong, diverse culture.
    - A young population who is technology savvy.
    - Strong community leadership that is motivated to drive change.
    - Existing community-owned resources that can be leveraged as Schuyler Media Network communications vehicles.
    - The community is growing – and has strong community loyalty, involvement and collaboration.
  - **Weaknesses**
    - Resources (time, talent and money) are limited – and there is a lack of funding for initiatives like this.
    - Schuyler is slow to embrace change.
    - Culture diversity leads to language, tech, and income barriers.
    - Gaps in our community: infrastructure, culture, generational, wage, tech, etc.
    - Lack representation of community leaders for all cultures in the community.

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# Session 2

## AGENDA

(pg 2)

- **Opportunities**
  - Provide jobs and/or real-world learning opportunities for younger work force.
  - Create mutual-beneficial partnerships with existing news/media resources.
  - Bring residents together with information and media sources that are relevant and valuable.
  - Leverage the Schuyler Community Schools as a technology and/or media producer.
  
- **Threats**
  - Close-minded, change-adverse community would not embrace a new community-based media model.
  - Being able to successfully get buy-in from all ethnic community leaders that could help with implementation/adoption.
  - Secure funding and resources for sustainable output.
  - Coordinating content, as well as ensuring content can be understood by all community members.

2:40-2:45 p.m. Individual Warm Up Activity – *Katie Kemerling*

- *Directions:* Write down 3 words you most like to have best describe the Schuyler Media Network 5 years from now?

2:45 – 2:55 Creating A Shared Vision – *Justin Kemerling*

- What is a vision statement?

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# Session 2

## AGENDA

(pg 3)

- Examples of good vision statements.
- Assignment: In your small groups, craft 2-3 vision statements for the Schuyler Media Network.

2:55-3:10

Vision Statement Small Group Brainstorm

Group 1

**Claudia**

Dan S.

Stephen

Mary

Brian

Group 2

**Bonnie**

Jeff

Kevin

Brandy

Kem

Group 3

**Dan H.**

Cheryl

Yesenia

Kevin

Ron

3:10-3:20 p.m.

Groups Share Vision Statements

3:20-3:30 p.m.

Long-term Goal Setting: Looking Ahead 5 Years From Now  
– *Katie Kemerling*

- Setting long-term goals
- Examples of bad long-term goals
- SMART Goals vs. CLEAR Goals
- Assignment: Craft 2-3 long-term goals for the Schuyler Media Network

3:30-3:45 p.m.

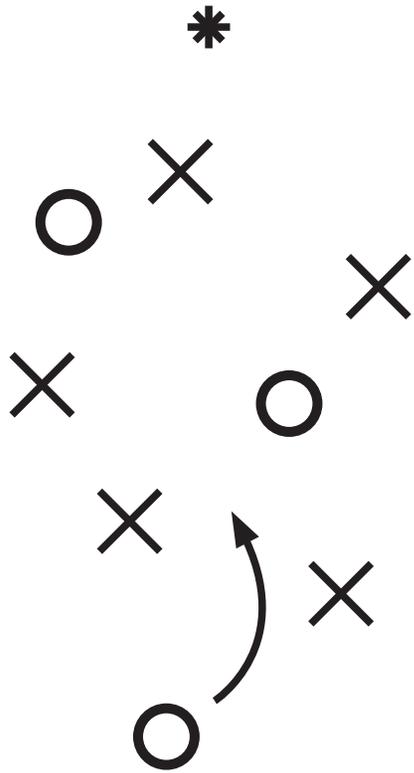
Long-Term Goal Setting Group Brainstorm

3:45-3:55 p.m.

Group Presentations: Share long-term goal work

3:55-4:00 p.m.

Summarize, Next Steps & Wrap Up – *Katie & Justin Kemerling*



# Schuyler Media Network

## Session 2

**September 3rd, 2015**

*Facilitation by Katie and Justin Kemerling*

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*Why are we here today?*

# **Creating A Shared Vision**

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## A VISION STATEMENT...

**IS** a one-sentence statement describing the clear and inspirational long-term desired change resulting from an organization or program's work.

**IS NOT** a mission statement. A mission statement answers the question, "Why does my organization/program exist?" while a vision statement answers the question, "Where do I see my organization/program going?"

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## WHY IT'S IMPORTANT

A carefully crafted vision statement can help you communicate the Schuyler Media Network's goals to potential partners and the community in a single sentence.

Our completed vision statement will give the community of Schuyler a clear idea of the Schuyler Media Network's path forward. Then, it's up to all of us to nurture and support our vision and to inspire key influencers and community members to do the same.

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# GOOD EXAMPLES

- **Oxfam:** A just world without poverty.
- **Habitat for Humanity:** A world where everyone has a decent place to live.
- **San Diego Zoo:** To become a world leader at connecting people to wildlife and conservation.
- **Cleveland Clinic:** Striving to be the world's leader in patient experience, clinical outcomes, research and education.
- **Smithsonian:** Shaping the future by preserving our heritage, discovering new knowledge, and sharing our resources with the world.
- **Boy Scouts of America:** To prepare every eligible youth in America to become a responsible, participating citizen and leader who is guided by the Scout Oath and Law.
- **Special Olympics:** To transform communities by inspiring people throughout the world to open their minds, accept and include people with intellectual disabilities and thereby anyone who is perceived as different.
- **Kiva:** We envision a world where all people — even in the most remote areas of the globe — hold the power to create opportunity for themselves and others.

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# VISION STATEMENT ASSIGNMENT

In your small groups, craft 2-3 vision statements for the Schuyler Media Network.

**Avoid clichés.** If the Schuyler Media Network's vision statement isn't going to sound like it could be anyone's, you need to use fresh language.

So, we forbid the use of these tired phrases: *state of the art, cutting edge, innovative, and disruptive.*

## Vision Statements

## Notes

**1)**

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**2)**

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**3)**

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*If you feel like you just have to get those tired, boring clichés out of your system, you can write them here, if you must.  
Other notes can be written here as well.*

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*Long-term Goal Setting*

# Looking Ahead 5 Years From Now

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# SETTING LONG-TERM GOALS

Long-term goals translate the purpose or vision into concrete objectives that the organization plans to achieve. Our long-term goals become the bridge to turn our vision into reality.

## **When writing long-term goals:**

1. Project five years in the future.
2. Dream big, and focus on success.
3. Use the present tense.
4. Use clear, concise language.
5. Keep our SWOT in mind.

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## BAD EXAMPLES

The following examples are **not** what we're looking for:

- Increasing revenues
- Improve liquidity, solvency, credit and collection policies
- Improve efficiency and productivity
- Achieve and maintain superior customer service
- Improve labor relations, human resource development and training
- Improve internal communications
- Redirect or restructure available resources
- Improve distributor and/or supplier relationships
- Improve marketing, advertising and public relations
- Capitalize on physical facilities (location, capacity, etc.)
- Improve organizational structure

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# SMART Goals

## **The problem with SMART Goals**

There is a lot to like about SMART goals. However, we believe they have a hard time keeping up with a faster, agile environment that we find ourselves in. Our ever-changing environment requires that we consider creating CLEAR goals instead.

**Specific** *Goals must be clear and unambiguous*

**Measurable** *Results must be able to be measured in some way, for example, the number of products sold each week, or the percent completion*

**Attainable** *Goals must be realistic and attainable by the average employee*

**Relevant** *Goals must relate to your organization's vision and mission*

**Time-bound** *Goals must have definite starting and ending points, and a fixed duration*

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# CLEAR Goals

When you set a goal, whether in business, career, or life, it must be a clear and compelling statement — one that can be built out, embraced, and acted upon by every member of the team. Let's use the CLEAR acronym to ensure our big goals unite our team — and the community — instead of dividing it.

**Collaborative** *Goals should encourage teams/community leaders to work together collaboratively and in teams*

**Limited** *Goals should be limited in both scope and duration*

**Emotional** *Goals should make an emotional connection to employees, tapping into their energy and passion*

**Appreciable** *Large goals should be broken down into smaller goals so they can be accomplished more quickly and easily for long-term gain*

**Refinable** *Set goals with a headstrong and steadfast objective, but as new situations or information arise, give yourself permission to refine and modify your goals*

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# LONG-TERM GOALS ASSIGNMENT

If anything were possible, what will the Schuyler Media Network be able to achieve 5 years from now?

**In your same small groups, answer this question by crafting 2-3 long-term goals.**

For each goal, please document the following:

- 3 words that most represent/summarize your goal
- Additional skills and resources necessary to achieve it

*Long-Term Goals*

*Notes*

**1)**

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**2)**

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**3)**

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*Show Your Work!*

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# Session 3

## AGENDA

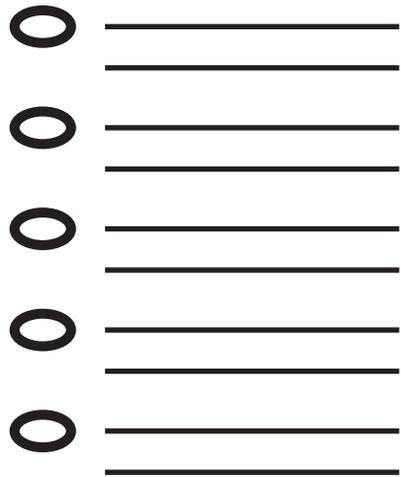
2:30 p.m.	Welcome – <i>Kem Cavanah</i>
2:35-2:45 p.m.	Sessions Recap & Today's Agenda
2:45-3:15 p.m.	Vision Statement: Review, Refine & Finalize ( <i>top 2</i> )
3:15-3:25 p.m.	Long-term Goal Brainstorming
3:25-3:55 p.m.	Long-term Goal Review, Refine & Prioritize ( <i>top 3-5</i> )
3:55-4:00 p.m.	Summarize, Next Steps & Wrap Up

### **VISION STATEMENTS FOR REVIEW**

1. Inform the community by building communications bridges that connect Schuyler's yesterday, today and tomorrow.
2. Connect our community through relevant, reliable and responsive news and information that celebrates our past, present and future.
3. Bridging the news and information gap in our community in order to unite our diverse population.
4. Empower the entire community with reliable, relevant and accessible information.
5. To be THE inclusive local media source our community turns to each day for reliable and relevant information.
6. Unite our diverse population through a reliable and responsive media source that informs our citizens and promotes our community.

### **POSSIBLE LONG TERM GOAL CATEGORIES**

- Network Development, Revenue
- Community Usage/Adoption
- Net Promoter Score
- News Programming/Content
- Staffing
- Community Perception Outside of Schuyler
- Sustainability



# Schuyler Media Network

## Session 3

**September 10th, 2015**

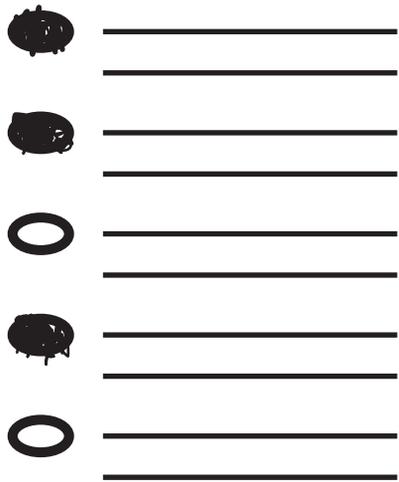
*Facilitation by Katie and Justin Kemerling*

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# Session 4

## AGENDA

2:30 p.m.	Welcome – <i>Kem Cavanah</i>
2:35-2:40 p.m.	Sessions Recap & Today's Agenda
2:40-2:45 p.m.	The Schuyler Media Network Vision Statement!
2:45-3:15 p.m.	Vision Clarification Exercise – 30 minutes (Large group discussion)  <i>We had great conversation and clarification that happened last meeting on how we were defining key terms in the vision statement. We want to spend time documenting these as a group and include in our final documentation.</i>  <b>Reliable</b> Is/Is Not <b>Relevant</b> Is/Is Not <b>Accessible</b> Is/Is Not
3:15-3:35 p.m.	Long-term Goal Review from Session 3 & Prioritization  • <i>Long-term goal brainstorm documentation from Session 3.</i>  • <i>Do we have the correct top priorities? If not, what should we change?</i>
3:35-3:55 p.m.	<b>Large Group Brainstorm: Further solidify long-term goals + short-term priorities</b>  <i>This large group brainstorm will focus on how to accomplish each one of the identified key long-term goals. Let's talk about the tactics or critical steps that need to be taken in this first year in order to work towards achieving these larger goals in 5 years.</i>  <i>For example, I've heard that we might need to create a public-wide survey to understand better the topics the community wants to be informed about and the mediums in which they get their news.</i>
3:55-4:00 p.m.	Summarize, Next Steps & Wrap Up



# Schuyler Media Network

## Session 4

**October 1st, 2015**

*Facilitation by Katie and Justin Kemerling*

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*Homework Results: To determine which of the two vision statements the group wants to move forward with for the Schuyler Media Network.*

#1  
✓✓

**Connects the public through relevant, reliable and responsive news and information.**

#2  
✓✓  
✓✓  
✓✓  
✓✓

**Empowering our community with reliable, relevant and accessible information.**

# Reliable

IS

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IS NOT

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# Relevant

IS

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IS NOT

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# Accessible

IS

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IS NOT

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# Session 3

## Long-term Goal Brainstorm

## Themes 1 & 2

### **THEME: NETWORK DEVELOPMENT**

- *Develop a web-based multi-media platform for community members near and far*
- *Incorporate other resources, partners and media outlets.*
- *Assemble SMN so it is completed and operational in 5 years.*
- *Identify and develop go-to mediums for all communications members.*

### **THEME: COMMUNITY USAGE/ADOPTION**

- *Track # of “hits” to determine usage and set goals to increase*
- *Church integration*
- *Market thru schools, library, chamber and city*
- *Achieve more than 50% community use/engagement*
- *No-cost access, first 12 months*
- *Link our hub or page to Twitter/Facebook new feeds to bring clicks to us*

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# Session 3

## Long-term Goal Brainstorm

## Themes 3 & 4

### **THEME: SUSTAINABILITY**

- *Advisory board or existing board keeps momentum going*
- *CCC and SCHS class integration for sustainability/updates*
- *Secure long-term partnerships that grow and develop the SMN:*
  - *Schools*
  - *Eagles*
  - *CCC*
  - *CHI*
  - *Utilities*
  - *Etc.*

### **THEME: OUTSIDE COMMUNITY PERCEPTION/VALUE**

- *Professional delivery of content (team of professionals?)*
- *Factual news/positive journalism*
- *X unique monthly visitors*
- *X monthly page views*
- *X of outside/non-local commercial businesses advertising on site*

---

# Session 3

## Long-term Goal Brainstorm

## Themes 5 & 6

### **THEME: REVENUE**

- *Sell advertising*
- *Sell subscriptions*
- *Research revenue generated through ownership of similar sites serving other communities*
- *Peter Kiewit foundation INITIAL set up money*

### **THEME: NEWS PROGRAMMING/CONTENT CREATION/ CURATION**

- *Employ representatives from individuals groups and organizations to provide news and information involving them*
- *Partnership with established news sources (e.g., the Sun and the Telegram)*
- *Commodity market information*
- *Create a portal/hub with other sources (school/chamber/CCC, etc.) contributing content*
- *Develop a clearing house process/content management and content contribution guidelines*

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# 1) Develop a Web-based, Multi-media Platform

Build a web-based platform that can house content, information and news from community partners.

*Brainstorm: What are the steps we need to take to get this done?*

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# 2) Build a Partnership Network

Attract partners from a variety of community groups/organizations to meet needs of content creation, curation and promotion.

*Brainstorm: What are the steps we need to take to get this done?*

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### 3) **Attract Users**

Ensure community is using and promoting SMN.

**Brainstorm:** *What are the steps we need to take to get this done?*

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### 4) **Generate Revenue**

Design revenue models to generate income for SMN and great ongoing financial sustainability.

**Brainstorm:** *What are the steps we need to take to get this done?*

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# Session 5

## AGENDA

2:30 p.m.	Welcome – <i>Kem Cavanah</i>
2:35-2:45 p.m.	Sessions Recap & Today's Agenda  <b>1) Please see Session Recap document.</b>  <b>2) Large Group Brainstorm: How can we achieve our long-term goals?</b>  Today's brainstorm will focus on how to accomplish each one of the three key long-term goals. Let's talk about the tactics or critical steps that need to be taken in order to work towards achieving these larger goals in 5 years.
2:45-3:00 p.m.	<i>Brainstorm: How to Build a Partnership Network</i>
3:00-3:15 p.m.	<i>Brainstorm: How to Attract SMN Users &amp; Promoters</i>
3:15-3:45 p.m.	<i>Brainstorm: How to Generate Revenue for SMN</i>
3:45-4:00 p.m.	Wrap Up: Summarize, Next Steps & Last Session Information



# Schuyler Media Network

## Session 5

**October 22nd, 2015**

*Facilitation by Katie and Justin Kemerling*

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# Session 6

## AGENDA

2:30 p.m. Welcome – *Kem Cavanah*

2:40 p.m. Participant Introductions

- Name and company/organization you represent

2:45 – 3:00 SMN Strategic Vision & Plan Review – *Katie & Justin Kemerling*

3:00 – 3:15 Group feedback, questions and comments

*10-15 minute break*

3:30-4:00 p.m. Guest Presentation: US92

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# Session Notes

(pg 1)

## Session 1: August 20, 2015

- *Problem Statement:* To **inform** the public and **promote** Schuyler.
- *Our Opportunity:* To provide direction in considering the possibility of forming a Schuyler Media Network that can address the problem statement.
- *SWOT Key Takeaways:*
  - **Strengths**
    - A strong, diverse culture.
    - A young population who is technology savvy.
    - Strong community leadership that is motivated to drive change.
    - Existing community-owned resources that can be leveraged as Schuyler Media Network communications vehicles.
    - The community is growing – and has strong community loyalty, involvement and collaboration.
  - **Weaknesses**
    - Resources (time, talent and money) are limited – and there is a lack of funding for initiatives like this.
    - Schuyler is slow to embrace change.
    - Culture diversity leads to language, tech, and income barriers.
    - Gaps in our community: infrastructure, culture, generational, wage, tech, etc.
    - Lack representation of community leaders for all cultures in the community.
  - **Opportunities**
    - Provide jobs and/or real-world learning opportunities for younger work force.
    - Create mutual-beneficial partnerships with existing news/media resources.
    - Bring residents together with information and media sources that are relevant and valuable.
    - Leverage the Schuyler Community Schools as a technology and/or media producer.

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# Session Notes

(pg 2)

- **Threats**
  - Close-minded, change-adverse community would not embrace a new community-based media model.
  - Being able to successfully get buy-in from all ethnic community leaders that could help with implementation/adoption.
  - Secure funding and resources for sustainable output.
  - Coordinating content, as well as ensuring content can be understood by all community members.

## Session 2: September 3, 2015

- *Three Words to Describe SMN in 5 Years:*
  - Positive, Current, Community-centered
  - Informative, Accessible, Manageable
  - Factual, Timely, Everyone
  - Diverse (culturally), Reliable, Innovative
  - Instant, Accessible, Relevant
  - Growing, Engaged, Inclusive
  - Reliable, Relevant, Exciting
  - Current, Professional, User-friendly
  - Sustainable, Interactive, Creative
  - Progressive, Balanced, Supportive
- *Initial Vision Statements:*
  - Connecting community (1)  
by building bridges from(4)  
yesterday, today and tomorrow. (3)

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# Session Notes

(pg 3)

- Create a reliable and responsive media resource that enables our community to be informed and connected. (1)
  - Empower the entire community with reliable, relevant and accessible information. (10)
  - Develop a media network with reliable, relevant and accessible information for our community (2)
- 
- *Initial Long-Term Goals:*
    - Assembling SMN that is completed and operational in 5 years.
    - Identify and develop the go-to mediums for all community members.
    - Develop a local web-based multi-media platform for community members near and far

## Session 4: October 1, 2015

### *Vision Statement:*

Empowering our community with reliable, relevant and accessible information.

#### ***Reliable Is...***

Accurate  
Factual  
Dependable

#### ***Is not...***

Biased  
Discriminatory

#### ***Relevant Is...***

Timely  
Accurate  
Meaningful

#### ***Is not...***

Limited  
Gossip

---

# Session Notes

(pg 4)

## ***Accessible Is...***

Convenient options

Multi-lingual

Free/low cost

## ***Is not...***

Restricted

Limited

Cost-prohibitive

*Long Term Goal Tactics Brainstorm: What are the steps/ideas needed to achieve our 4 long-term goals?*

### 1. **Develop a Web-based, multi-media platform**

*Build a Web-based platform that can house content, information and news from community partners*

- Establish domain and identity.
  - Look into new URL (schuylmedianetwork.com)
- TV: access to public-use channel
  - Info/material
  - Time frames
  - Live programming
- Plan for features/functions of the site for operational success
- Link to existing community communications assets and identify key topics for each asset/channel to provide information on
- Survey the community on:
  - Most relevant news and information
  - Technology use and preferences
  - Media use and preferences for news
- Hold key influencer meeting for groups not represented in current conversation to educate and establish buy in
- Reach out to other tech companies (i.e. IBM or Microsoft) to see if there are existing resources, software or out-of-the-box solutions we could pilot/test for the SMN (this would quickly add credibility if a big brand is backing our technology efforts)

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# Session Notes

(pg 5)

## 2. **Build a Partnership Network**

*Attract partners from a variety of community groups/organizations to meet needs of content creation, curation and promotion.*

- Meet with existing Schuyler groups and organization, discuss the vision and opportunity of the Schuyler Media Network. Groups for SMN outreach include:
  - Schuyler schools
  - Headstart
  - CCC
  - Eagle Communications
  - US 92
  - Chamber of Commerce
  - City/Utility
  - MPPD
  - Development Company
  - LEE Enterprises (Sun)
  - Colfax Theatre
  - Dignity Radio Stations
  - Churches
  - Service Groups
    - Rotary
    - Sertoma
  - Library
  - East Central Health Department
  - Cargill (closed circuit TV station, CCC tie)
  - Public safety groups
    - Police dept.
    - Fire dept.
  - Homestead Center
  - 4H Extension Office
  - Community Banks

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# Session Notes

(pg 6)

- Neighbor Works (for events/housing info)
- Ethnic-specific groups
  - Comite Latio de Schuyler
  - Others
- Historical Society
- Senior Center
- Determine content contribution for each existing group/organization.
  - i.e., Chamber of Commerce = business content and updates
- Create SMN-specific materials, documents and leave behinds for partnership conversations.
- Create launch announcement/news release and distribute to create community awareness.

### 3. **Attract Users**

*Ensure community is using and promoting SMN.*

- Develop a “beta user” program
- Create a launch plan
  - Eagle Communications Announcement to current customers
  - Social Media content pushed out on city-owned channels and partner channels
  - Flyers: Mailboxes, Grocery store, etc.
  - Mailings/Utility bill inserts
  - Explore non-traditional channels for promotion
    - i.e., Comite Latino de Schuyler
  - Door-to-door team
  - Banner ads on current community communication channels (to drive traffic to SchuylerMedia.com)
  - Content widgets to be added to current community channels (to drive traffic to SchuylerMedia.com)

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# Session Notes

(pg 7)

- Write a formal press release.
- Develop and send alumni communications
  - Email
  - Social media
  - Robo call feature?
- Create signage that can be featured in partner spaces
  - Schuyler schools signage
  - Homestead Center signage
- Partner with the Schuyler Schools to support communications efforts:
  - Parent teacher conferences
  - Tech booth
  - Robo calling system
- Leverage planned community events for promotional opportunity:
  - Labor Day
  - Fire fighters breakfast
  - Latino events

#### 4. **Generate Revenue**

*Design revenue models to generate income for SMN and ongoing financial sustainability.*

- Explore public funding potential through the Schuyler school partnership.
- Research available grant funds and submit for funding.
- Ask for in-kind contributions from partner and non-partner organizations.
- Look at creating Sponsored Content on the site where a community business can pay to have a story featured on the SchuylerMedia.com.
- Build in digital advertising opportunities.
- Revenue swap (bartering)
- Ask for donations...
  - Equipment/technology donations from big tech companies (i.e., what Discovery did for the school system)

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# Session Notes

(pg 8)

- Alumni (micro-transactions)
  - Community (micro-transactions)
  - Big gifts (corporations)
- Create content / materials for sponsorship asks.