

PROPOSAL
FOR THE OPERATION OF A
LOCAL ACCESS
CABLE TV STATION
SERVING
THE TOWN OF
MONTAGUE

by
Montague Community Cable, Inc.
(MCCI)

October, 2005

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Incorporated in the State of Massachusetts as a 501(c)(3) in 1991

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Introduction

The following proposal is a response to the “Request for Proposals” issued by the town of Montague in September, 2005 for the operation of the town’s local access television station.

The proposal is submitted by Montague Community Cable, Inc. (MCCI), a non-profit organization based in Montague. MCCI was founded in 1991 to create Montague’s first local access station, MCTV, which operated for ten years (1991-2001). Since losing the assignment in 2001 MCCI has continued to be active in providing local media for Montague, including taping meetings and local events and producing other content shown on local access television. Our main project has been the Montague Reporter, a community newspaper now in its fourth year (which is in the process now of creating its own board and will no longer be an MCCI project by January 1st). We have also maintained an editing facility open to the public for more than thirty hours per week.

The proposal includes the submissions required by the RFP. We believe it will allow MCCI/ MCTV to score strongly in the RFP’s evaluation criteria. We also believe that our proposal provides concrete evidence of the value of a local access station based in Montague:

- ❑ The Administrative and Technical Directors will be located in Montague focusing on the needs of the town. They will not be administering other projects or other local access stations. The staff will be working from an office in Montague and their job descriptions allow for time to be spent attending meetings of other local organizations.
- ❑ All of our board members are Montague residents who participate in other local organizations. We propose a “strong board,” who is involved in personnel policies, attentive to public concerns and closely monitoring financial reports.
- ❑ The budget and job descriptions allow staff hours to be allocated to the new studio of the Turners Falls High School and to training sessions organized in collaboration with the school district.
- ❑ Proposals for outreach, training and the monitoring of community needs stress an active approach to local access. We will not be waiting in the studio for residents and organizations to come to us.
- ❑ The business plan and first year budget show that all funds will be allocated to services for Montague residents. Every penny is accounted for.
- ❑ The budget provides for stipends for residents who wish to assist in taping municipal meetings.
- ❑ The proposal stresses business principles, professionalism and good “customer” service. Clear general and personnel policies draw on the experience of other

local access stations. We have contracted for “business support” services (bookkeeping, financial reports) with the Brick House with whom we have an on-going collaboration. We are committed to being accountable to the Montague Selectboard, the Cable Advisory Committee and the general public.

- ❑ The proposal shows a strong commitment to the technical quality of its productions, particularly the broadcasting of Selectboard meetings, town meetings and other local events. Robin Mide, a consultant with a strong technical background in local access television, has agreed to assist MCTV in the transition. We have also provided funds for “outside technical support” should such assistance be necessary,
- ❑ Our plan for regional educational television shows a strong commitment to regional collaboration. We believe that such collaboration is consistent with – and enhanced by – local control. We call for regional educational television to move beyond the “concept” stage with a Regional Educational Access Collaborative being formed and a concrete proposal developed within a year.

MCCI would like to thank the Montague Selectboard for revisiting the controversial local access issue. Hopefully this proposal and others will move the town of Montague beyond the debate over process and toward a concrete discussion of what local access can be.

Mission Statement

MCTV – Montague Community Television

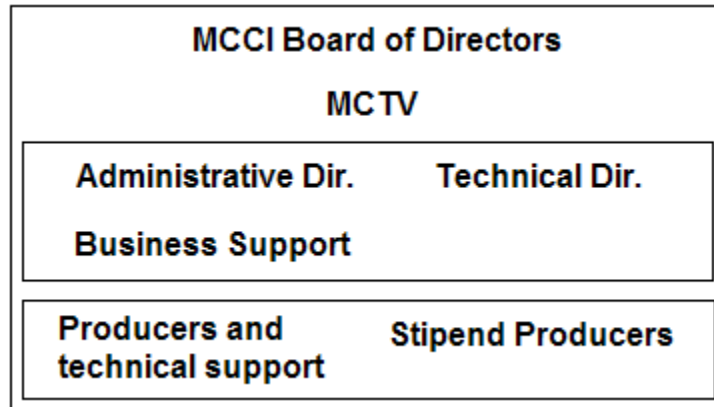
MCTV's mission as the public access provider for Montague, Gill and Erving, is to make the tools of modern, electronic mass communication easy and convenient to access and use. We encourage all citizens, organizations and institutions in Montague and the broadcast viewing area to produce and be involved in quality programming by and for this community.

MCTV is committed to providing a professional yet friendly environment where Montague citizens may obtain hands-on training in video production and media literacy.

MCTV recognizes that Montague is not an island and though its first focus is the town of Montague, it actively engages in networking with other local PEG Access stations in the Franklin / Hampshire region to increase producer reach and viewer choices.

Public Access television can be an invaluable tool for strengthening expression, communication, understanding, and appreciation of diversity in a community, and to this end MCTV is especially committed to providing non-discriminatory access to the television medium to all Montague citizens and institutions.

Organizational Plan



MCCI is a 501(c)(3) organization based in Montague with a Board consisting of Montague residents. **Appendix C** lists the current Board members and describes their background. **Appendices D, E, and F** set forth MCCI’s bylaws, personnel policies, and station policies. MCCI has two active “business divisions,” or projects, one of which, the Montague Reporter, will be separating from MCCI by December 31st, 2005. A fuller description of these projects appears in **Appendix G**.

MCCI

The MCCI Board oversees all financial and organizational issues with each of its projects including staffing, budgets, policies, and missions/goals. MCCI does not have editorial control over media content other than general community standards and policies of non-discrimination or censorship.

MCTV

MCCI intends to make the studios in the Crocker Building the main location for MCTV. There will be two part-time salaried employees running the station: an Administrative Director and a Technical Director. Both will report to the MCCI Board (this direct oversight creates a “strong board”). The Administrative Director will use a contracted consultant for Business Support services, currently Michael Bosworth of the Brick House, for bookkeeping and report writing. The three positions comprise 45 hours per week.

The Administrative Director will interact with the Members and Producers on issues of policy and membership status.

The Technical Director will program the broadcast racks and coordinate the Members and Producers (all volunteers, unless paid by stipend for the purpose of taping meetings,

etc) on multi-person shoots and other productions if requested. The Technical Director will also coordinate any outside Technical Support, with the approval of the board.

In addition to assisting the Administrative Director with bookkeeping and reporting, the Business Support person will be responsible for logging tape “drop-offs” during posted Brick House / MCTV hours.

MCTV will have several facilities working toward PEG Access in Montague, each with set hours of operation and availability:

- Crocker Studios will start with **20 regular “walk in” hours** per week, from 3:00 PM to 7:00 PM, Tuesday to Friday, and 9:00 AM to 1:00 PM on Saturday. The Technical Director has an additional 7 hours per week as flex-time to concentrate on outreach and field productions, as well as for special studio use through reservations. Additionally, the Administrative Director has 8 hours per week of flex-time, some of which will be used for outreach purposes. See Job Descriptions.

MCCI Board Members have volunteered to staff the station to extend the walk in hours based on community needs. In addition, MCCI is exploring the concept of “Trusted Producers,” volunteers who would have key access to Crocker Studios to further extend the studio schedule. Policies will be developed in the first year towards these possibilities.

- The Brick House has agreed to be a tape “drop-off” point for MCTV from 10:00 AM – 3:00 PM (or longer if staff are on hand), thus adding **another 25+ hours** of facility availability for producers to drop-off tapes.

In addition, MCTV will maintain its existing editing facilities at the Brick House for use by Producers, to be coordinated by the Technical Director (who currently works part time for the Brick House) and possibly other technical staff at the Brick House. (TBD)

- MCCI will expand its collaborative relationship with the High School and the Tech School with the goal of providing open studio hours by reservation during a standard schedule of availability. The details of which will be worked out if MCCI has the contract and wherewithal to establish such an arrangement (see Letters of Understanding).

Three Year Business Plan

The following is a "three year business plan" that focuses on key goals. The first year is devoted to stabilizing the operation of the studio, insuring technical quality, implementing new policies, creating an active producers group and expanding outreach efforts, particularly collaboration with the school district. We envision the establishment of a Regional Public Access Collaborative to create proposals for regional local access TV. The next two years are devoted to expanding these efforts, increasing fundraising capacity, expanded programming and implementing regional initiatives. In the third year we propose a broad performance review in conjunction with the completion of the three-year contract.

The Transition

- Stabilize operation of the station:
 - Ensure quality broadcasting of Selectmen meetings, town meetings and other public meetings
 - Implement new regular hours for the studio
 - Implement a regular training program
 - Integrate existing Crocker Studio Producers and programs with those of MCTV
 - Implement logging procedures for submitted productions
 - Create annual calendar for meetings and other significant events
- Initiate and complete search for Administrative Director
- Create "community bulletin board"
- Create interactive producer / community website
- Implement archive / library for existing and new productions
- Implement monitoring procedures for customer satisfaction and needs

First Year

- ❑ Implement general and personnel policies, including policies for equipment use. Ensure quarterly and annual financial reports to the MCCI Board, as well as timely tax filings and state "annual report" filings.
- ❑ Implement membership policies and a well-publicized annual meeting.
- ❑ Establish an active Montague Producers Group both for the purpose of generating member shows as well as assisting in other member's shows/productions. Create mailing/contact list of local volunteers to assist in member productions. Coordinate a quarterly "Producers Potluck" (open to the public).
- ❑ Through the Producers Group, MCTV will help foster the creation of a minimum of two new local regular shows and support the development a list of potential shows for year two. Evaluate policies in this area.
- ❑ Evaluate current equipment and long-term equipment needs. Encourage input from producers, the Cable Advisory Committee and the Gill-Montague Regional School District (GMRSD).
- ❑ Establish formal liaison with the Gill-Montague Regional School District. Consider possible collaboration in production and training. Five hours of Administrative Director and Technical Director time will be dedicated to School District (See Job Descriptions).
- ❑ Evaluate opportunities for closer collaboration with the Brick House and the Brick House Teen Center.
- ❑ Prepare a questionnaire to assess community needs, interests and ideas. Distribute questionnaire at meetings of local organizations, including the libraries, senior center, Brick House, volunteer organizations and churches.
- ❑ Evaluate possible venues for regional collaboration with other stations in Franklin County, including formal sharing of content through current regional cable connections. Encourage the establishment of a "Regional Public Access Collaborative" to develop concrete plans for regional access or educational television. Collect information on current regional public access models and distance learning programs (nationally). Assist in the preparation of a formal report or "feasibility study" of a regional educational TV network.

Second Year

- ❑ Re-evaluate all policies, including general policies, studio policies, and hours of operation. Make adjustments where needed with input from producers, the Cable Advisory Committee and the public. Staff should prepare a brief report to the board and cable advisory committee including studio use and high-traffic hours.
- ❑ Evaluate and report on the quality of Town Meeting, Selectmen meetings and other public broadcasts.
- ❑ Call a general "producers meeting" to discuss equipment needs, content suggestions and ideas for improving technical quality.
- ❑ Implement staff evaluations.
- ❑ Produce annual report (staff in conjunction with executive committee of board) which includes a financial statement, a progress report for the previous year and goals for the coming year. Report should be submitted to the board in February.
- ❑ Ensure implementation of membership policies, including an updated list of current members. Implement a well-publicized annual meeting.
- ❑ Complete inventory of equipment at the beginning of the fiscal year. Evaluate and update equipment needs report for the MCCI Board and CAC.
- ❑ Continue to strengthen connections with the Gill-Montague Regional School District and Franklin County Tech School. Invite reps to Annual Meeting.
- ❑ Continue to strengthen connections with other community-based organizations.
- ❑ Evaluate effectiveness of first-year outreach campaign.
- ❑ Expand grant-writing, particularly in conjunction with other organizations such as the Brick House and Gill-Montague Regional School District. Evaluate and update policies for grants. Expand underwriting through an aggressive outreach campaign. Identify specific business and organizations willing to contribute.
- ❑ Encourage the expansion of regional cooperation, including sharing of content and development of regional education collaboration. Implement pertinent recommendations of the Regional Public Access Collaborative.
- ❑ Continue to encourage the creation of a minimum of one new regular show locally. Ensure that existing local programs are maintained or find substitutes. (At this point there should be at least three locally-produced shows on the channel).
- ❑ Increase the stipend budget through fund-raising, grants or underwriting. Expand the number of meetings being taped. Re-evaluate stipend policy.

Third Year

- ❑ Hold joint hearing with the Selectmen and Cable Advisory Committee on the progress of the local access station. Hearing to include presentation by MCCI Board, public input on strengths and weaknesses of the station, programming ideas, input on unmet community needs, potential policy revisions. Meeting will also discuss progress of regional collaboration and may include presentation by a representative of the Regional Public Access Collaborative. PEG Access Contract to be revisited at the end of the year. Prepare for five year renewal.
- ❑ Continue to strengthen collaboration with school district and other community organizations.
- ❑ Update membership and hold well-publicized Annual Meeting. Outreach for meeting to include schools and other organizations.
- ❑ Annual report, including updated financial statement.
- ❑ Annual inventory and update equipment needs report.
- ❑ Review all policies, including general, personnel, equipment and stipend. Review job descriptions and standard forms. Discuss in annual report.
- ❑ Continue to expand fundraising activities, including grants and underwriting. Annual report should evaluate fundraising efforts and policies.
- ❑ Strengthen and improve outreach. Annual report should include evaluation of previous outreach efforts.
- ❑ Evaluate progress of local producers group. Evaluation and suggestions for improvement in annual report.
- ❑ Evaluate public input on program quality and station policies, including customer service at the studio. Evaluation should be included in the annual report.
- ❑ Expand the number of produced shows and maintain current shows.
- ❑ Continue to expand regional collaboration, including content-sharing and implementation of recommendations by the Regional Public Access Collaborative. Evaluate progress in annual report.
- ❑ Continue to expand regional education collaboration using recommendations by the Regional Educational Collaborative. Evaluate progress in annual report.

First Year Budget - Overview

MCTV's first year budget reflects our central goals and core philosophy. Funds for Montague local access television are strictly accounted for in a line-item budget. They are allocated to program development, technical training and outreach to Montague residents. These services will be implemented by a staff located in a Montague office, working daily with local community organizations, educational institutions and town departments. At the same time the budget (and job descriptions of our staff) allow for time and resources to be allocated to the development of regional educational television.

The highlights of a first year budget include the following:

- ❑ Administration of the local access program will be shared by an Administrative Director and Technical Director. The former will be responsible for outreach, general policies, coordination with other community organizations, the budget and regional collaboration. The Technical Director will be responsible for programming, training, equipment (purchasing, repair and policies) and the taping of local meetings and events. We believe that these two positions require very different skills. At the same time, we envision overlap on a range of tasks (office staffing, programming, and taping of events).
- ❑ Funds are provided for stipends for local production. We envision these to be used to tape local events and meetings. Policies for the expenditure of these funds will be developed in conjunction with local organizations such as the Brick House and with the Gill-Montague Regional School District.
- ❑ Funds are also allocated to "Outside Technical Support." One purpose of this allocation is to provide technical assistance during the transition from the previous local access provider. These funds may also be used for ongoing technical assistance or for technical support in the development of a regional educational television network.
- ❑ The budget includes a line-item for "Business Support" (Michael Bosworth of the Brick House, see Job Descriptions). These funds will pay for bookkeeping, assistance in monitoring finances and the preparation of financial reports. This is a contracted service that will provide strong financial oversight.
- ❑ We allocate \$6,000 for the purchase of equipment and repairs. Significant sums are allocated for equipment since a large percentage of the capital grant in the Comcast license has already been expended. This line-item may have to be increased in future budgets.

These expenditures and the priorities they reflect are not cast in stone. We will certainly need to re-evaluate them as the first year progresses. MCCI will actively seek input on all expenditures as we move forward.

First Year Budget - The Numbers

	Monthly	Yearly
Income		
Contributions Income	125.00	1,500.00
Cable Access Income	7,250.00	87,000.00
Tape Sales	41.67	500.00
Grants	83.33	1,000.00
Total Income	7,500.00	90,000.00
Expenses		
ADMINISTRATION		
Advertising	50.00	600.00
Bank Service Charges	6.25	75.00
Insurance (property, liability, board)	250.00	3,000.00
Office Supplies	80.00	960.00
Postage and Delivery	69.17	830.00
Professional Services		
Business Support BH 5 hrs/wk @\$20/hr	433.33	5,200.00
Accounting	100.00	1,200.00
Annual Audit	241.67	2,900.00
TOTAL ADMINISTRATION	1,230.42	14,765.00
PROGRAM EXPENSES		
Website Hosting @\$50/mo	50.00	600.00
Website Admin / Development @\$100/mo	100.00	1,200.00
Equipment Repairs & Purchase	500.00	6,000.00
Contracted Technical Support	333.33	4,000.00
Stipends 10 hrs/wk @\$10/hr	433.33	5,200.00
Video / Production Supplies	150.00	1,800.00
Organizational Dues and Subscriptions	100.00	1,200.00
TOTAL PROGRAM EXPENSES	1,666.67	20,000.00
BUILDING AND PROPERTY		
Rent & Utilities	700.00	8,400.00
Telephone / Internet Connection	150.00	1,800.00
TOTAL BUILDING/PROPERTY	850.00	10,200.00
PAYROLL EXPENSES		
Administrative Director 15 hrs/wk @\$17/hr	1,105.00	13,260.00
Technical Director 25 hrs/wk @\$17/hr.	1,841.67	22,100.00
Employment Taxes (12%)	353.58	4,243.00
Workers Comp Ins. (\$1/100)	29.50	354.00
Health Insurance Benefit (1 FTE)	400.00	4,800.00
TOTAL PAYROLL EXPENSES	3,729.75	44,757.00
Total Expense	7,476.83	89,722.00
Balance	23.17	278.00

First Year Budget - Narrative

Many of the estimates in the first year line-item budget, including rent, utilities, supplies and insurance, are based on the past experiences of MCTV and Crocker Studio.

Income: \$90,000

1. **Contributions Income: \$1,500**
MCTV plans an annual fund drive. We think \$1,500 is a very conservative figure. To date, MCCI has raised double this amount so far in the current year.
2. **Cable Access Income: \$87,000**
According to GCTV, 2004 income from the cable provider was \$85,609.09. In addition there was a "true-up" payment of \$5,290.26 for a total income of over \$90,899.35. GCTV bases its 2005 budget on \$89,000 Comcast revenue. We are using \$87,000 income as a conservative estimate for the purposes of this budget. (March 7, 2005 GCTV Annual Report.)
3. **Tape Sales: \$500**
This is a conservative estimate. GCTV reported Montague tape sales at \$188 in the first quarter of 2004.
4. **Grants: \$1,000**
MCTV has a history of grant support.

Expenses: \$89,722

Administration Expenses

1. **Advertising: \$600**
Print advertising regarding public meetings and special events.
2. **Bank Service Charges: \$75**
Based on past MCTV experience.
3. **Insurance: \$3000**
This estimate is based on past experience of MCTV, GCTV budgets and consultation with the Brick House. It includes general liability, board liability and equipment.
4. **Office Supplies: \$960**
Based on budgets for Crocker Studio and the experience of MCTV.
5. **Postage and Delivery: \$830**
Crocker Studio budgets and MCTV experience

6. Professional Fees

A. Contracted Business Support: \$5,200

Brick House Business Manager (currently Michael Bosworth) will post payables / receivables and payroll using standard book-keeping software. He will work with MCCI Board to set budget and track expenditures; create financial reports (income / expense and asset/liabilities) for the MCCI Board; ensure maintenance of source documents for annual audit and general reference; and monitor bank accounts including reconciliation.

B. Accounting: \$1,200

Federal/state income tax filings. Process payroll. Monthly and quarterly payroll tax reports and associated checks. Create employee W-2s.

C. Annual Audit: \$2,900

Cost of annual audit based on input from Brick House.

Program Expenses

1. Website Hosting, Administration and Development: \$1,800 total

Estimate based on \$50 per month for hosting (includes 50GB storage for digital video) and \$100 per month budgeted for other services, including initial development. Software will allow Administrative Director and Technical Director as well as Members and Producers to update easily and frequently.

2. Equipment Repairs and Purchase: \$6,000

Based on the recent experience of Crocker Studio, with an additional allocation due to uncertainty about the current status of equipment. This line-item may have to be increased.

Note: GCTV accounts for this expenditure a bit differently. They have a separate "replacement reserve" item which is estimated at a percentage of their cable income. If 4% were applied to the \$87,000 Comcast income the total reserve would be only \$3,480.

3. Contracted Technical Support: \$4,000

This is for any technical assistance we may need in the transition to MCTV and may also be used for on-going technical assistance in future budgets . At \$20 per hour this could account for 200 hours of contract work. If unused at the end of a year it may be moved to equipment and/or stipends.

4. Stipends: \$5,200

To be initially used for taping meetings and official town events. At \$10 per hour this would mean 10 hours per week of taping. These funds will be for contract work. Policies for use to be set during the first year.

5. **Video Production Supplies: \$1,800**
This is \$150 per month for tapes and other supplies. Based on both MCTV and Crocker experience.
6. **Organizational Dues and subscriptions: \$1,200**
MCTV will want to become a member of one or more media advocate organizations, and will want to have trade subscriptions for Members to access while in the studio. Based on GCTV experience.

Building/Property

1. **Rent and utilities: \$8,400**
Based on Crocker experience. GCTV estimates projected 2005 lease (\$5,940) and electric (\$2,150.) for a total of \$8090 or \$674 per month. We are allocating \$700 per month in this budget.
2. **Telephone & DSL for Internet: \$1,800**
High estimate of \$150 per month based on MCTV experience.

Payroll Expenses

1. **Salaries:**
Administrative Director - \$17/hour, 15hours/week = **\$13,260**
Technical Director - \$17/hour, 25 hour/week = **\$22,100**
We envision two overlapping part-time positions. Both positions would be responsible for staffing the office, monitoring programming and program quality, taping Selectmen's meetings and town meetings, and establishing an active local "producers group." For more detail see Job Descriptions.
2. **Employment Taxes: \$4,243**
Includes FICA, Unemployment Compensation and Worker's Compensation. Estimated at 12% of payroll.
3. **Worker's Compensation Insurance: \$354**
Estimated at \$1 per \$100 salary.
4. **Health Insurance Benefit: \$4,800**
Here, we are assuming that MCTV will pay one-half of an individual plan for one employee with the remainder allocated to medical savings account or some other mechanism to subsidize particular health expenses. The range of options will need to be evaluated based on the needs of employees and state regulations.

Capital Plan

MCCI has provided its plan for equipment purchases in the "Inventory" section.

Job Descriptions

Rather than have a single Executive Director, MCCI chooses to have this typical staff position split into an Administrative Director and a Technical Director position, with a strong MCCI Board overseeing both positions. In addition, there will be an outsourced position for bookkeeping and administration assistance called Business Support.

The goal of the two positions is to staff the studio at times when people are generally not working and are available to focus on media production. The balance of staff hours is reserved for flex-time and field work to assist and train during member productions and help foster organizational outreach.

To compensate for the shorter studio hours, MCCI has an agreement with the Brick House where their offices will be available for producer tape “drop-off” hours, between 10:00 AM and 3:00 PM, Monday through Friday. The Technical Director will pick up any tapes and bring them to the studio for rack insertion / programming and archiving.

MCCI is also working on a relationship with the GMRSD (Gill Montague Regional School District) and the Franklin County Tech School to create open hour periods at their studios.

Administrative Director: 15 hours per week

- General field work (8 hrs per week)
 - Outreach to town committees, boards and other organizations
 - Serve as liaison to same
 - Attend and prepare materials for all MCCI Board meetings. Report to the board
 - Oversee staffing of the studio, including work of volunteers with the TD
 - Monitor the functioning of the station and studio, including quality of programming and customer service
 - Fundraising
 - Work with Michael Bosworth (Business Support) to prepare annual and quarterly reports regarding activities, income and expenses
 - Assist technical support in training and taping Selectmen’s meetings
- Develop projects with GMRSD students (2 hours per week)
- Staff the station (5 hours per week)

Technical Director: 25 hours per week

- Staff the station (15 hours per week)
 - Maintain equipment and advice on equipment purchases
 - Establish and implement policy for use of station equipment
 - Implement monthly training sessions
 - Annual inventory assessment

- Program Channel 15
- Program bulletin board and broadcast rack
- Meet weekly with administrative director
- Coordinate/manage volunteers and stipend producers
- Advise board on status of equipment and purchases
- Liaison with cable provider on technical issues
- Operate at Turners Falls High School (3 hours per week)
 - Implement training programs for GMRSD students
 - Help plan and initiate projects
- Operate in field on field productions and trainings (4 hours per week)
- Tape Selectmen's meetings (3 hours per week)

Currently we have an agreement with **Robin Mide**, the part-time Youth Electronics Arts Coordinator to the Brick House, for this position on an interim basis if MCCI is awarded the contract. Robin has 15 years experience holding the positions of Executive Director, Program Director and Station Manager at several PEG Access stations, including four years at Brattleboro and seven years at Newton. She has a total of 25 years of video experience in all aspects of the trade. Robin's detailed resume appears in **Appendix H**.

Business Support (Brick House): 5 hrs per week

- Perform most bookkeeping functions.
- Maintain a file of all business transactions.
- Assist, with the MCTV Administrative Director, in the preparation of annual and quarterly reports which will include all capital expenditures and a current inventory reflecting equipment purchased and retired, and expenditure of resources.
- Log tape "drop-offs" at Brick House during MCTV posted hours.

Monitoring Community Needs, Interests and Concerns

Monitoring community needs and interests is an opportunity to reach out and interact with the community. MCCI proposes to do the following in this regard:

- ❑ Capitalize on MCCI Board member's memberships in other organizations in town. Members will discuss the possibility of incorporating video into their events, and then report back to the board and staff to coordinate the Producers Group if warranted or possible.
- ❑ Create station ID between shows to solicit the viewer's needs, interests and concerns. Also broadcast during the community bulletin board. Include all contact information, such as phone number, address and website URL, and ask viewers to submit show proposals or upcoming events they would like to see broadcast. Each person who submits a request or comment will be encouraged to visit the station and/or get involved somehow to help make their suggestion come to life.
- ❑ Build an interactive producer / viewer MCTV community website. The producer of each regular show (weekly, bi-weekly, monthly, etc) will have their own section on the website with a blog-like feature where the viewership will be able to comment or respond to the producers. They will also have their own calendar and upload file areas, including video clips. In addition, the station staff will be able to elicit feedback interactively from visitors to the website, with specific questions to needs, interests and concerns.
- ❑ Post printed material at Town Hall, the branch libraries and at a variety of high-traffic locations throughout the broadcast area (i.e. stores, post offices, etc.) to elicit public feedback and inclusion.
- ❑ Publish a monthly column in the Montague Reporter with highlights of the previous month, followed by requests for comment.
- ❑ Poll producers frequently via email and at the monthly meetings.
- ❑ Bring the station to the people and listen. The "Geek Road Show" (see Training) is geared towards on-site, hands-on, in-the-trenches sessions where conversations will be key to discovering what is in the hearts and minds of Montague residents.

Community feedback will be regularly shared with the viewing audience in our broadcast area via the PEG channels, and maintained in a feedback log which will be made available to the general public. Where appropriate a response from the MCTV administration and/or MCCI Board will be included.

In addition to the community content needs and interests, viewers and also producers may have concerns about station policies and methodologies. The above methods will be utilized as well to address any such issues.

Monitoring Customer/Community Satisfaction

As noted in the previous section, monitoring the community is a form of outreach and is an opportunity to learn what the viewers want and how they feel. MCCI's goal in monitoring customer *satisfaction* will be to gauge its service to the community, and MCCI plans to institute several feedback mechanisms:

- ❑ Broadcast station ID and a computer generated information screen that displays the next three shows to air and the phone number and address of MCTV's station for feedback on technical issues or show content. These messages, as well as the schedule for MCTV Producer and MCCI Board meetings, will be broadcasted on a regular basis during the rotation of the community bulletin board during program "down time."
- ❑ Utilize the feedback bulletin board on the MCTV website. Viewers will be invited to visit the website and comment on shows or leave feedback on technical issues if any arise.
- ❑ Request Producers to fill out an annual questionnaire soliciting suggestions for station improvements, equipment purchases, policy concerns, etc.
- ❑ Hold regular meetings, perhaps quarterly or semi-annually, directly with the Cable Advisory Committee to solicit feedback and pass on customer requests to Comcast.

Feedback from the community will be maintained in a feedback log, which will be made available to the general public.

Grants and Underwriting

MCCI will actively and enthusiastically participate in the pursuit of grant funding as a partner with other institutions, organizations and agencies in Montague and the surrounding towns. MCCI will also encourage and support the efforts of community producers to solicit grant funding for individual projects, programs and productions from Arts Councils, Historical Societies and other organizations that fund activities of local or discipline-specific interest. MCCI will also encourage and support the efforts of community producers to obtain underwriting for their productions, particularly for regular programs.

Also, through membership in and/or collaboration with the BFVF (Boston Film and Video Foundation); ACM (Alliance for Community Media); WATPA (Westchester Alliance for Telecommunications and Public Access); MA (The Media Alliance) and other public access and video related organizations, MCCI will monitor and aggressively pursue any and all funding opportunities specific to Public Access, particularly where it supports the acquisition of equipment.

However, MCCI has adopted a conservative policy regarding the pursuit of future grant funding to enhance our operating budget for the following reasons:

- ❑ All grants come with specific requirements. Any organization that pursues grant funding must be prepared to tailor its mission and programs to the requirements of the grantor. The greater the funding, the more demanding the requirements.
- ❑ The pursuit and administration of grant funding is labor intensive.
- ❑ Where practical, the first fiscal priority of organizations that are primarily grant-funded is to develop alternative sources of revenue so that they will not be dependent on the public sector economy.
- ❑ PEG Access stations typically don't make great candidates for service- or program-type grants.

History of MCCI grants

The Family of Man

The Family of Man was a program in keeping with the national effort to provide out-of-school activities designed to offer young people artistic, recreational and other enrichment opportunities. The Family of Man was a key component in MCTV's outreach work to provide a safe and creative community center for young people. Numerous studies have shown that after school programs engage young people at the very time of day when they are in danger of either participating in risky or illegal behavior or being the victim of crime.

The Family of Man developed programs that brought in local artists, writers, farmers and various experts to teach drama, videography, painting, music, dance and gardening. Flower Power Town was a very successful intergenerational program. Teenagers grew flowers and then delivered bouquets to elders living in a low income housing project. In this same program we tended a community garden, adopted a few planters on Avenue A and took field trips to local farms and gardens.

The skateboard park was a brilliant example of youth identifying effective problem solving strategies and using it to create change. A number of plays and videos were produced in The Family of Man. This creative process involved writing scripts, developing a storyboard, sewing costumes, making sets, learning camera work and doing editing. We hosted several evenings of entertainment for the community. One event ended with an Advice Booth being set up where these "at risk" youth gave advice on how to handle everyday problems to a long line of parents, teachers and peers.

The Family of Man made plays, gardens, painted banners for parades, helped with the telethon fundraisers, painted, decorated, read younger kids stories and made apple pies. In addition to all the hands on projects, the real heart of the program was sponsoring intensive mentorships that helped kids form positive relationships with their peers, family members, co-workers and members of the community.

Massachusetts Foundation for the Humanities

On July 1, 2004, community producer Jeff Singleton, working through MCCI, received a grant of \$3,480 from the Massachusetts Foundation for the Humanities. The grant partially funded an oral history project entitled "The Villages of Montague: History and Memory in a New England Town," As the title suggests, the project focuses on oral histories of the five villages of Montague. There has also been an emphasis on the "deeper" histories of the villages extending back to the town's settlement by Euro-Americans in the eighteenth century. So far we have produced segments on the history of Montague Center, the old transportation canal that bypassed Turners Falls, the Millers Falls Drum and Bugle Corps (1920s-1950s), the history of Dry Hill Road and the history of the old Montague Inn. These have been shown on the local access channel.

The MFH grant has been supplemented by funds raised by MCCI and in-kind contributions, including over 80 hours of volunteer Producer shooting and editing. The Brick House has assisted in editing and recruiting participants as well. A number of segments have been shown on Brick House TV.

Inventory & Equipment

Below is a list of functioning equipment that MCCI has in its inventory that would be used for local access purposes. It has been used for the past four years by various local producers and the Brick House.

Working MCTV Equipment

Cameras

- ❑ 2 Panasonic Digital Studio Cameras
- ❑ 2 Panasonic Battery Packs

Digital Editing

- ❑ iMac “Blueberry” OSX
- ❑ Mini DV Recorder (currently hooked into linear editing suite for export to SVHS)
- ❑ DVD Rom burner
- ❑ 60 GB external HD storage

Linear Editing

- ❑ Panasonic 7650 SVHS Edit Deck (playback)
- ❑ Panasonic 7750 SVHS Edit Deck (assemble)
- ❑ Panasonic Editing Controller
- ❑ Three color monitors
- ❑ Color monitor with VCR
- ❑ Videonics Titlemaker 2000
- ❑ Videonics Video Mixer
- ❑ Realistic Speakers

Broadcast

- ❑ Leightronics Mini-T-Pro Scheduler (controller)
- ❑ 6 Panasonic 1320 VCRs (in a rack)
- ❑ TecNec A/V distribution amp
- ❑ Wheel mounted broadcast wire rack capable of holding 16 playback decks, a large monitor, switchers, distribution amps and controlling equipment

Production

- ❑ Pro Video VID-D Video Distributor
- ❑ Mackie 14 Channel Audio Line Mixer
- ❑ Shotgun Microphone
- ❑ Headsets
- ❑ Mic Stand, Solid Base-type
- ❑ Samson Vocal Mic
- ❑ 2 Electro-Voice Mic
- ❑ 2 “boundary” mics
- ❑ 1 lavelier mic
- ❑ CSI System 3 Tripod
- ❑ 3 Lightstands with halogen spot lights
- ❑ Studio Flood lamps
- ❑ Samson Studio Tripod Base
- ❑ Custom road case

Other

- ❑ Onkyo-Double Audio Tape Deck
- ❑ Emerson Audio Amplifier
- ❑ Pyramid EQ, 10-channel, stereo
- ❑ EchoStar Satellite Receiver
- ❑ Two tape shelving units: 360 tape capacity and 260 tape capacity
- ❑ Many various cables and adaptors

In addition to the list above, it is our belief that all the equipment at Crocker Studios will remain there if they do not win the PEG Access cable contract. This inventory list, funded by the capital grants for Montague, has yet to be released. However, we have eyewitness accounts of a broadcast rack with a new IP-based Mini-T controller, four SVHS decks and various video switchers. There is also a digital editing suite connected to an SVHS record deck, and a couple of studio cameras and tripods and lights in the studio space. There is also a Windows-based PC, presumably for programming the community bulletin board and the Mini-T controller. Since GCTV has been operating Crocker Studios with this equipment, and it is to remain, MCCI believes there is sufficient equipment to run a public access station already there. It is also believed that the road case used to broadcast Selectmen’s meetings is Montague equipment.

Also, the high school has a working studio with equipment that is capable of live broadcasts, as does the Tech School.

New Equipment purchases – First Year

Permanently wiring the Town Hall's upstairs Selectmen's meeting room for regularly occurring meetings would save time and money (and wear and tear) in the long run. MCCI would gear part of new equipment purchases towards this goal.

As we understand it, GCTV received the scheduled September \$15,000 capital grant. If GCTV has not spent those funds they could be combined with the \$6,000 we have budgeted for the first year. We have not included the grant money in our proposed budget because we do not know if it is available. If it is, MCCI proposes the following purchases:

- To permanently wire the Selectmen's meeting room:
 - \$2,500 – two wall-mountable color PTZ cameras (Pan Tilt Zoom) and controllers for meetings in the Town Hall's upstairs meeting room.
 - \$500 – two wall-mountable shotgun mics for the audience.
 - \$200 – various wires and adapters.
 - Will connect to existing roll case in town hall.

- For field work:
 - \$4,200 – Data Video portable digital video switcher
 - \$1,000 – two JCV portable 4.5 inch monitors
 - \$5,000 – four Sony VX1000 three-chip camcorders
 - \$1,000 – four mini fluid-head Bogan field tripods
 - \$800 – Focus T3000 character generator
 - \$1200 – portable hard disk recorder
 - \$200 – various cables and adaptors
 - \$200 – Rechargeable batteries and recharging units

- For editing:
 - \$2,000 – New G5 eMac
 - \$1,400 – five external Lacie 300 GB drives
 - \$300 – Final cut Express
 - \$500 – DVD recorder

If the \$15,000 is not to be used by MCCI for equipment purchases, we would, of course, have to remove \$15,000 worth of equipment from this list, starting with removing the new editing station and then some of the field equipment.

In subsequent years MCCI would focus on adding more digital capabilities, including several DVD playback units and at least one more DVD burners/recorders to transfer SVHS and iMac programs to DVD. MCCI estimates that there is \$35,000 left in the remaining seven years of Comcast's 10-year capital grant budget for Montague, which equates to roughly \$5,000 per year. This amount would be added to a level-funded \$6,000 budget for equipment in subsequent years.

Training

To best facilitate video production by community members, community organizations and all other constituents and constituent groups, MCCI will offer technical training in three formats.

Overall training program

MCTV will provide extensive training in all areas of production from project conception to the finished edit. Producers must take training classes, held monthly, to be certified to use equipment unless they can show previous training and experience. The Technical Director must approve these exceptions. Non-certified producers in training or signed-up for training may participate in production activities at the discretion of the Technical Director.

One-on-one instruction will be offered in combination with participation in ongoing public access projects, preferably in collaboration with our partners at the Brick House Community Resource Center, making use of the programming at their Teen Center, the TCoM (Technology Center of Montague) and the popular and successful "Brick House TV" show. Other opportunities include Selectmen's meetings, School Committee meetings and sessions of Town Meeting.

In the world of PEG access, flexibility is vital to a successful training program. There is no way to anticipate why or when a person will find the motivation to become a community producer.

It is important to note we do not anticipate this training format will be exploited more than a few times a year, though our system is designed to accommodate any volume of community producers.

It is also important to note that whenever there are trainings underway, the ongoing projects that are utilized as training resources will benefit significantly from the additional technical assistance provided by our staff (who will be deeply involved in the training process) and the efforts of the trainees participating in the programs.

Program-specific training

For those who wish to chronicle moments of social, political or cultural importance to tell a story, or make a statement through the medium of video, MCCI will offer personal, hands-on training by appointment. Dependant on the end-user goals and interest level of the community producer.

Road show

For those that desire the incorporation of video on a regular basis or a dynamic presentation that can accommodate input from multiple sources or the benefits of a "live edit" set-up, MCCI will offer a training program called the "Video-Geeks Road Show."

In this format, a small team of MCTV staff, board members and/or community producers will attend a meeting of some local organization, committee or club, by invitation or as a result of our community outreach program. The team will be equipped with a "road show case" which will be a compact, portable studio set-up that contains all of the gear necessary to produce a complete, broadcast quality, multi-camera video shoot, including cameras, tripods, cables, sound equipment, monitors, video switcher and recording deck(s). In addition, those taking the training would be able to bring their own cameras and equipment for tips or to add to the training experience.

The team will first instruct the interested members of the organization in the set up and basic operation of the equipment contained in the "road show case". Once the portable studio is assembled and operational, the MCTV team will coach the group through the complete production of a sample TV program. The subject of the sample program will be a mock game show or news broadcast. Interested group members will take turns running each work station in the portable studio- rotating from camera to video switcher to recording deck, etc., like some high-tech volleyball team. Of course, they will also take turns being "on camera"- as hosts, contestants, anchor-persons and reporters! Without question, the work in FRONT of the camera can be the most difficult to become comfortable with.

As the last phase of the training, the group will sit down and enjoy the first viewing of their sample program.

The experiential, interactive and collegial nature of this training technique will allow us to deliver a high learning impact to a large group of people in a remarkably compact time frame, which is essential to the development of a significant producer base in the light-speed paced culture of 21st century Montague, Massachusetts.

In addition to presentations for organizations/committees and clubs, MCCI will conduct periodic "Road Show" trainings at each branch of the Montague Library system and at each of the schools in the GMRSD.

PEG Programming

Since 2001, MCTV has remained active in providing quality programming for our public access channel on a strictly volunteer basis. We have offered cameras and editing space to volunteer Producers during regular business hours and evening hours to “trusted” producers. Programs created during this time include: 250th Anniversary Parade; 2004 TFHS Girls Softball Championship Game; Native American Reconciliation Ceremony; Saw Mill River Run; Bugle Corp Reunion; Chief O’Bryan Hearings; and the History of Montague Villages series, not to mention our participation in Brick House TV. Also, our Technical Director has over 15 years experience programming PEG Access stations.

Currently, GCTV has programmed only one channel of PEG Access for Montague: channel 17. Channel 15 is currently 100% GCTV programming, with little or no educational programming. MCCI plans to expand Montague’s PEG programming:

- ❑ Channel 17 will be the Education access station, programmed out of the high school initially with the help of our Technical Director. The intent will be to fill the channel with content originating at the school, starting with a community calendar and then as our programs take hold and training occurs, adding student projects and events happening at the school, such as athletics, plays, assembly, lectures, addresses, announcements, etc.
- ❑ Channel 15 will be the Public and Government access station, programmed out of Crocker Studios, with content coming from submitted tapes and live feeds.

To increase the public access programming we will execute our outreach and training plans.

To increase governmental programming we will coordinate volunteer and stipend producers to provide coverage of town meetings. We will increase this coverage based on requests and resource availability.

Back at the station, the Technical Director will program the rack and coordinate any live broadcasts, maintain an historical log of programs that have been broadcast, and provide both an electronic and paper schedule of programs for the coming week. Once submitted and broadcast, programs will be entered into our content library and can be re-aired if requested by a viewer (upon producer approval).

Community Outreach

Because MCCI feels outreach is one of the most important jobs of a PEG Access station, our concepts of what outreach should be are integrated throughout our vision of PEG Access as a whole, and are thus integrated into this document as parts of our proposal. Some points we'd like to highlight:

- ❑ MCTV's staff has a combined 13 hours of "flex-time" for field work, at least half of which will be geared towards outreach, such as attending meetings or giving Road Show training sessions.
- ❑ Our employees will spend 5 hours per week (of the 13 available) in the GMRSD schools, providing technical assistance and instructional support, and assisting with project development.
- ❑ Our planned "Video Geek Road Show" training has deep outreach built right in.
- ❑ Our extensive plan to monitor community needs, concerns and satisfaction is interactive and will encourage people to get involved.
- ❑ Our close relationship with the Brick House will enable us to assist them with integrating media into their projects.
- ❑ Through the Regional Educational Collaborative, we would reach out to the Franklin County Technical School and other educational institutions across the county.

Appendix I includes letters from the Brick House, Sue Gee, the Superintendent of Schools, and Books & More regarding future collaboration.

Proposal for a Regional Educational Cable Channel

Part of PEG Access is the Education component (the “E” in PEG). Montague has never had an education cable channel and MCCI is prepared to pave the way towards a real Educational Cable Channel for Montague, and the region.

A Regional Educational Collaborative

We recommend the establishment of a “Regional Educational Collaborative” to explore the potential for a region-wide access initiative to support the mission(s) of the public schools. This committee will include representatives from local access stations and school districts interested in a regional educational network. This committee would likely seek the assistance and support of the Franklin Regional Council of Governments.

"The FRCOG assists its constituent communities in benefiting from regional cooperation while retaining local control."

- from the FRCOG’s vision statement.

To start this collaborative off, MCCI has been in contact with Sue Gee and Kris Boyle of the GMRSD and have agreed to a list of action items as a way to begin garnering interest by the students and test some concepts and gather experience and data. This list includes allotting 5 hours of paid staff time at the high school for training and content generation (see attached letter in “Letters of Understanding”).

Regional Television

While on the subject of a regional education cable channel, MCCI would like to offer the following comments about regional PEG Access in general.

MCCI has a history of cooperation with local access television stations in the region. Our library has a good deal of content from other stations, which has been shown on MCTV, and we have contributed video content that has been shown in towns outside our broadcast area. We also have supported efforts to establish direct cable linkages with other stations. The creation of such linkages in recent years has created exciting possibilities for sharing content. The Brick House benefit auctions, for example, have been broadcast in a number of towns in the area with great success. MCCI is committed to expanding these efforts and will commit resources to a regional collaboration.

But we do not agree with the tendency to equate regional television with centralized control of local access. A decentralized system encourages more community-based activity and more content. This may be why all other stations in the region are maintaining local control of their local access stations and the revenues generated by the cable license.

Also, to this date, there has been no concrete planning or programmatic development for the implementation of regional television capacity. What are the needs and financial capacities of the Towns involved? Or of the school districts involved? What resources would local access stations commit, and what would their role(s) be? What sort of central administrative capacity would be required to make such a network work? What models exist for such a network and what is their structure?

Again, MCCI is committed to helping create a committee to begin concrete planning and will commit resources to create a regional collaboration.

Appendices

Appendix A – Acknowledgments

First and foremost the MCCI Board would like to thank David Detmold, Arthur Evans and Harry Brandt for approaching us in 2002 with the concept of a new long-term project for MCCI – a local newspaper for Montague called **The Montague Reporter**. This project has been our only income source for the past three years and thus enabled us to continue to afford office and studio / editing space in Turners Falls. The board would also like to thank Kathleen Litchfield, Katren Hoyden, Boyson Hodgson, James Damon, Jean Hebden and the dozens and dozens of paid and volunteer editors, layout & designers, illustrators, writers, photographers, proofreaders and the circulation crew for their help in sustaining our only viable project since losing the assignment. David, Arthur and Harry, we are thankful for the opportunity to participate in your inception. Without you it is likely we would not be where we are now. The newspaper, by all accounts and measures, is a complete success. It is widely read and respected, and is growing every day. Congratulations on your third anniversary! May you continue to grow and flourish on your own in 2006 and beyond.

The MCCI Board of MCCI would also like to thank all the people who have come to our aid in the four years since losing the assignment, including any Board members who have come and gone during that time, and for the countless hundreds of hours of volunteerism. Your support is dearly appreciated.

In addition, the Board would like to thank Board member Michael Saari for his efforts in attaining a Low Power FM license for Montague. We look forward to the challenges ahead, and the successful integration of the station into life in Montague. Every town should have their own radio station.

We would also like to thank Jeff Singleton for his tireless support through public activism, and for his research and investigation into the legal issues of public access and the RFP process. Jeff was instrumental in assisting MCCI during the sale of its building and also won a grant for MCCI during our post-assignment period, the result of which is the excellent *History of Montague* video series. On sale at our offices. Buy a copy today!

We would also like to thank the reconstituted Cable Advisory Committee for their work over the past year in building a good, solid and fair RFP for PEG Access in Montague.

Lastly, we would like to thank the Board of Selectmen of the Town of Montague for opening up the process for the PEG Access cable contract, a gesture that should heal the wounds of 2001. We know there was intense pressure from many sides, both personal and legal, political and perhaps most important of all, historical, and we are thankful you took the high road and finally published an RFP. The future direction of Montague's PEG Access is now in your hands.

Appendix B – Public Access in Franklin County

This table provides a glimpse into the current regional picture. Almost all towns that have cable opt to collaborate in mini-regional networks. Some towns receive a GCTV feed, but Montague is the only town that lets them control their station. MCCI has been in touch with the chair and other members of Frontier Cable Access TV (FCAT) and we plan to discussing content sharing and possible requests to Comcast for feed control methods.

Town	Viewers	Station	Mini-regional Network
<i>GCTV controls station entirely, splits feeds: Greenfield on ch. 15, town on ch. 17</i>			
Erving side	~100	Crocker	Montague, Gill, Erving
Gill side	~100	Crocker	Montague, Gill, Erving
Greenfield	~7000	GCTV	Greenfield
Montague	~3300	Crocker	Montague, Gill Erving
<i>GCTV provides feed, but town decides when to broadcast to their customers.</i>			
Bernardston	375	BNCTV	Bernardston, Northfield
Northfield	425	BNCTV	Bernardston, Northfield
<i>GCTV provides feed, shown on channel 17, town uses channel 15</i>			
Buckland	~500	Falls Cable	Buckland, Shelburne
Shelburne	~500	Falls Cable	Buckland, Shelburne
<i>GCTV provides tapes via postal mail</i>			
Athol	4020	AOTV	Athol, Orange
Orange	2680	AOTV	Athol, Orange
<i>No GCTC feed unless requested by town and Comcast flips switch</i>			
Conway			Soon joining the FCAT system
Deerfield	~2000	FCAT	Deerfield, Sunderland, Whately (FCAT)
Gill			Soon to have a community calendar
Sunderland	~1300	FCAT	Deerfield, Sunderland, Whately (FCAT)
Whately	~200	FCAT	Deerfield, Sunderland, Whately (FCAT)

Athol / Orange

6700 subscribers total, 60% in Athol, 40% in Orange

AOTV, for Athol-Orange Community Television, has been running a single PEG channel for 10 years. They air programming 24/7 from tapes, DVD's and satellite. All outside programming is sponsored by local residents. They run a few shows from GCTV, but they are postally mailed on VHS tape. The satellite program is Democracy Now! which runs weekdays, at 12 noon and midnight.

Both Athol and Orange have Selectboard Meetings and Town Meetings which run live to both towns. All other meetings, events and series are produced by local volunteers. They do not have any regional or shared feeds with any other access centers. They are on Time Warner Cable, which is not in any of the other surrounding towns.

Bernardston / Northfield

~800 subscribers total, 55% in Northfield, 45% in Bernardston

BNCTV, for Bernardston and Northfield, and the schools of Pioneer, Northfield, and Bernardston elementary schools operates on channels 15 and 17. Technically, Bernardston has channel 15 and Northfield has 17, but in practice channel 15 is primarily bulletin board and 17 carries programming for both towns. BNCTV was formed as a result of the two towns joint contract renegotiation with Comcast, and has a board with members representing both towns as well as Pioneer, the regional high school serving both towns (as well as Warwick and Leyden) where BNCTV is based.

Programming is a mix of local shows, some brought in programs, and a feed from GCTV. The GCTV option is nice, because BNCTV completely controls it. We can access their programming at any time we wish. It's great for regional shows. Producers can produce a live show at the office in Greenfield and have it seen throughout the county live through the GCTV feed. BNCTV is looking to expand to Northampton and Athol.

The regional approach allows for a wider pool of volunteers, as well as a bigger pool of funding. Each town could not do what they're doing together by themselves. After ten years on their own, BNCTV is happy to see the collaboration finally in place and working. Their model is a mix between the Mohawk / Falls Cable Corp setup and the GCTV philosophy.

Buckland / Shelburne

~1000 subscribers total

Falls Cable Corporation is staffed by volunteers and serves the Buckland-Shelburne area, as well as being seen in the Greenfield area on GCTV. The primary Falls Cable Corporation studio is located at Mohawk Trail Regional High School with an agreement to provide students with a credit course in video production, where they participate in recording and televising musicals, concerts and other special events at the school.

Falls Cable also produces independent programs of its own on a regular basis (using talent and crew volunteers from the area) such as *On the Ridge*, a hunting and sportsman show, *Over the Falls*, a show featuring local political or personal interviews, and *Falls Table*, a local cooking show. It offers regular telecasting of the weekly selectmen's meetings of both towns. These programs are all presented LIVE as well as being taped for replay at later dates and pertinent ones are distributed to the Northfield-Bernardston Cable System for telecasting over their system. In the past, tapes were also sent to the Montague Public Access Corporation.

Falls Cable also provides a regular bulletin board of current events in the towns of Buckland and Shelburne. It telecasts tapes brought in by local subscribers in the area such as *Planet News*. The primary emphasis of their organization is to produce live programming whenever possible such as the recent *10K Road Race* in Shelburne Falls. Their programming can be originated and telecast live from nine different insertion points ("drops") around the towns.

Montague, Gill and Erving

~3,500 subscribers total

Currently being run by Greenfield's GCTV as "Crocker Studios" out of the Crocker Building on 2nd Street and Avenue A in Turners Falls. See **Greenfield** for more info.

Montague has three video "drops": the Town Hall, Turners Falls High School and the Great Falls Discovery Center. The Town Hall and high school drops are only used during the weekly Selectmen's meetings and Town Meetings, respectively. The Discover Center drop is not used. Turners Falls High School also has a complete video production studio, which is currently not in use. The Tech School now has a drop which is not in use either.

Gill

Gill recently negotiated a contract with Comcast and they now have a \$1200 budget for a community calendar setup and an annual budget of \$2000 to run a PEG Access station. MCCI Board members have been in touch with their Town Hall staff and have made suggestions as to what equipment to purchase.

Sunderland, Deerfield, Whately and Conway

~3500 subscribers total (~1300, 2000, 200, unk, each)

Sunderland's PEG Access is run by four community volunteers in an office in the Town Hall. Besides broadcasting many town and selectboard meetings, public access programs are aired in a "catch-as-catch-can" fashion, received by postal mail. They will air just about anything that comes in. Sunderland does not receive a GCTV feed unless manually switched by Comcast upon request by the town.

Deerfield broadcasts various town meetings live, as well as tapes via six-deck rack in their Town Hall. They typically broadcast anything happening in Town Hall meeting

space live, such as selectboard and other public meetings and even an “Issues of the Day” show. Deerfield does not receive a GCTV feed unless one is requested and then Comcast controls the switch-over. If the switch-over occurs late Friday afternoon, it sometimes stays on till Monday morning (or doesn’t even switch-over until Monday morning) so it is not something they request frequently.

Whately only broadcasts a community calendar.

Deerfield, Sunderland and Whately recently renegotiated their contracts with Comcast and will be moving the focus of their PEG Access into the Frontier Regional High School. Comcast has provided a second channel for educational purposes which the towns have dubbed “F-CAT” (for “Frontier Cable Access TV”). It is assumed that Conway will eventually join the collaborative.

As part of the new negotiated contract Comcast has also been adding “drops” for each town in addition to just their Town Halls, such as libraries, elementary schools, senior centers, safety complexes and of course Frontier Regional High School.

The towns have built a Regional Education Access Collaborative called F-CAT and plan on programming their new channel 12 in concert with the Superintendent of Schools and Technical Coordinator working with the Curriculum Board. They intend to start with a calendar of events at the school and run announcements in tandem with the audio announcements over the intercom. They already have a curricular program in Media and TV Production at the school, which they plan to soon develop programming with the classes. This may involve broadcasting individual classes or school-wide activities. They also plan on eventually broadcasting all school events such as athletic games, plays, and staff development lectures. (See “Proposal for a Regional Educational Cable Channel.”)

MCCI Board members have been in communication with Bob White, the chair, and other members of F-CAT, and have been invited to their meetings to begin exploring the concept of a county-wide collaborative.

Greenfield

~7,000 subscribers

In addition to running their own station, GCTV staffs Crocker Studios for Montague and broadcasts live from that location as well as Town Hall. GCTV recently a proportioned channel 17 as a Montague-only and channel 15 for GCTV content. GCTV also broadcasts as channel 17 in Buckland / Shelburne and on demand to Northfield / Bernardston.

Appendix C – MCCI Board

MCCI Mission Statement

The mission of Montague Community Cable Inc., an independent non-profit corporation governed by a volunteer MCCI Board drawn from the Montague community, is to foster and create local media in, by and for residents of Montague and surrounding towns.

MCCI Board members are active members of their community and are members in other local organizations and actively help network the organizations and their goals, thus creating more content for MCCI's various projects, and thus the served communities.

Board Members

MCCI reserves one Board seat for each of the five villages in Montague with the rest of the seats considered "At Large" for a maximum total of eleven Directors. We currently have seats available for a Millers Falls resident and a Montague City resident. The Board's current membership is shown below, with total years of service in parentheses.

Michael Muller (4.5 yrs), President (2 yrs), 28 Center Street, Montague Center
Veronica Phaneuf (1.5 yrs), Treasurer, 547 Turners Falls Road, Montague
Phillipe DeGuise (1 yr), Clerk, 62 Court Square, Montague
Michael Langknecht (4.5 yrs), 475 Turners Falls Rd, Montague
Michael Farrick (4 yrs), 155 Avenue A, Turners Falls
Barbara Stewart (1.5 yrs), 38 First Ave. Lake Pleasant
Kit Henry (1.5 yrs), 19 Unity Street, Turners Falls
Michael Saari (4 yrs), 163 West Chestnut Hill Road, Montague

Pending members:

Anne Harding, 44 K Street, Turners Falls (effective January 1st)

Michael Muller moved to Montague Center in 1999 and joined the embattled MCCI Board in July of 2001 at the request of Tom Adams – then the Station Manager of MCTV. Michael comes to the board with a great deal of experience in local media and community building: for two years he had a weekly public access TV show on MNN in New York City called "Treebranch is On the Air"; for a year he had a weekly radio show on WQMC college radio while attending Queens College (NYC); and for thirteen years he has run various community bulletin board systems (BBS) and web sites, including MontagueMA.net, which he started just a few months after moving to town. One online system Michael started in 1993, Treebranch Online Service, was a BBS (and then a website, and then a weekly cable TV show) that brought together NYC residents

interested in local environmental issues, and hosted several local environmental organizations online, such as Neighborhood Open Space Coalition (who now owns the service and the cable show), City Parks Foundation, Friends of Clearwater, and Ecofest. The BBS community had frequent “eye balls,” which were days when the active membership would meet at a bar and socialize. Two couples became engaged as a result.

Affiliations: Michael is the Lecturer (Program Director) of the Montague Grange; is the owner / operator of both the MontagueMA.net and FiveCol-Soc.net community websites, and the admin of the Franklin County Publication Archive website; is a Montague Town Meeting member for Precinct 1; is on the Valley Dollars Board of Directors; is on the Franklin County Tech School’s Technical Advisory Committee; is also a contributing writer and photographer for the Montague Reporter, as well as its volunteer Technical Administrator. He is also on the Montague Greening committee (though he hasn’t been to a meeting in several months). He is self-employed as one of the two principals of Studio3100, Inc., a webware firm based in Northampton. Michael plans on donating a license of the company’s NetSite software for MCTV’s website if MCCI wins the contract.

Veronica Phaneuf has been a resident of Montague for twenty years. She is currently the Vice Chair of the Board of Library Trustees and a Town Meeting member for Precinct 1. Veronica is the President of About-Face Computer Solutions, Inc., a corporation now in its tenth year. She has years of experience with bookkeeping and business management, including many non-profit organizations. Veronica joined the Board at MCCI because there was need for members with fiscal oversight experience. She believes that with proper management, Montague should and could run its own Cable channel, keeping both money and local control of media in town.

Phillippe Deguise moved to Montague Center in 2002 and joined the MCCI Board in January 2005. His interest stems from a belief in the importance of locally controlled media which reflects the interests and needs of the community. He also is a strong believer in media independence. Philippe's background is in public education where he worked as a history teacher and mediation coordinator for 14 years. During that time he became interested in the field of media literacy and aware of the critical importance of teaching youth to be reflective thinkers and observers. As the child of two parents who actively resisted the German occupation of France during WW II, he believes that the role of local cable access is to be engaging and thought provoking and to serve as a focal point for constructive dialogue about issues both local and far reaching. As a result he has been writing regularly for the Montague Reporter and has served on the MCCI Board as its clerk.

Philippe plans on being trained to use the video equipment and on facilitating the collaboration with local schools to engage youth in producing programs for the station. Additionally, he plans on hosting his own show on local cable access called 'Montague Matters' which will support ongoing dialogue and education about those issues which matter most to the town's residents.

Michael Langknecht lives in Montague and has a business in Turners Falls. He has been self-employed cabinetmaker for the last 16 years.

Michael is a Montague Town Meeting member; a member of the GMRSD School Committee (where he chairs the personnel subcommittee); he co-chairs the Elementary Study Group for the GMRSD; co-chairs the Sheffield School Community Council; is the Vice President (and past President/Secretary/Treasurer) of the MCCI Board of The Brick House Community Resource where he has been a member for 9 years; he is the co-founder, past President/Vice President/Treasurer and current Secretary of Critical Mass: Art and Crafts of Western Mass., Inc., a 501c(6) organization that supports and promotes the development of artist and artisan based businesses in Western Mass; and a member of the 3rd Street Village Arts Advisory Council.

Michael is on the MCCI Board because of his strong belief in community integration. To be strong, healthy, and functional, community agencies, organizations and institutions must be well networked. A town's public access cable provider must be an active participant in, and supporter of, that network.

Michael Farrick is Montague born and raised. He has lived in Montague City, the downtown area, the Patch, the hill, Millers Falls, and currently resides downtown. He was a member of the first class to graduate from the current Turners Falls High School in 1974.

Mike has been a fixture with MCTV since shortly after inception in 1992. He has served MCTV in many different fashions; as volunteer producer, trainer, mentor and technical assistance, eventually adding MCCI Board member to the list. During video shoots he has done every job needed. From cable pulling, technical director, director, graphics, sound, lighting to on air talent, etc., he did the job. "Buck Video" – as Tim Lindop (the original Executive Director) once dubbed Mike because of the cowboy hat and vest he always wore – was the go-to guy for ironing out technical issues with Selectmen Meeting broadcasts. Currently less active in productions, Buck continues to promote Montague based programming wherever and whenever he can. He can typically be found every morning at the Shady Glen Restaurant in Turners.

Barbara Stewart is employed by the University of Massachusetts Amherst as a librarian who catalogs Latin American materials and non-print media. She is a member of the Montague Libraries Board of trustees, a member of the Libraries Friends group, as well as an officer of Montague Grange 141, and a Friend of the Great Falls Discovery Center.

Barbara is very interested in local history, and to that end has developed a local history website with Michael Muller called the Franklin County Publication Archive Index (at <http://www.publicationarchive.com/>). This site is a full-text indexed archive of the Greenfield Recorder, starting in 1870, and currently stores over 25,000 distinct articles online - a useful resource for local genealogists and all others interested in local history.

Barbara is on the MCCI Board to represent the village of Lake Pleasant and because she is a strong believer in community service and participation. She realized soon after moving to Montague that shows were not being produced about local community events and history. She believes that Montague residents are a talented bunch of people who, with a little training, would easily fill a niche in local programming. Also, as a mother of 3 young adults, all of whom attended Turners Falls High School, she became aware that there were very few opportunities for them to become involved with local media or video production, and she hopes to help rectify that.

Kit Henry has lived in Montague for 4 years and worked for Brick House TV for 2 years as part of Youth Support. At 18 yrs of age, Kit has an intimate rapport with the local youth, often enlisting their participation in various video productions, both with the Brick House and on solo shoots. As such he brings video shooting, editing and training skills and a connection to the youth of Turners Falls to the MCCI Board. He is also the leader of the Turners Falls indi-rock band “The Me & Them” (which has a local fan base) and is experienced in setting up and breaking down PA equipment for live concerts, as well as audio editing and CD production.

Kit joined the MCCI Board because he was interested in public access and helping MCTV regain the contract for Montague. He hopes to see MCTV flourish once again.

Michael Saari served on the MCCI Board from 2001 to 2004, being Clerk for part of that time. While living in Wellfleet, MA, he temporarily left the Board but re-joined in October 2005, pending his return to Montague full-time in November. He is currently wrapping up his stint as the Production Manager for The Wellfleet Harbor Actors Theater where he has worked for the past three years.

Michael had a radio show on WMUA at the University of Amherst for several years and has been concurrently managing MCTV's Low Power FM Community Radio project since he joined MCTV's organization in 2001. He has worked with the Prometheus Project “barn raising” LPFM towers across the country since then.

It is his hope that MCTV will be a multi-media resource for the Town of Montague.

Anne Harding will join the Board effective January 1st. She has a long standing belief that the process by which changes are made is sometimes as important as the changes themselves. To that end, although a non-resident, she attended some of the public meetings surrounding the controversial awarding of the cable contract in 2001. Anne bought a house in Turners Falls in 2004, is mostly unpacked and is beginning to be more involved in the community.

She has a variety of work experience in academic, non-profit, small business and corporate environments. Anne's positions have included: teacher with Nauset Head Start; administrative director for the River Valley Performing Arts Center; marketing, publicity

and LAN management for the Northfield Mountain Environmental & Recreation Center; contract manager for Systems, Software, Support; and trade spending analyst for Light Life Foods. She is currently employed by Northeast Utilities dividing her time between the Northfield Mountain Pumped Storage Station and Cabot Station in Turners Falls. Anne also has a small fiber arts business.

A resident of Bernardston from 1989-2003, Anne has a consistent and varied history of long term community service: parent volunteer and PTO member at the Bernardston Elementary School (7 yrs); editor of Bernardston Town Newsletter (5 yrs); teacher and coordinator for the Bernardston Instructional and Family Swim programs (6 yrs); and chairperson of the Bernardston Cultural Council (6 yrs). She believes in conservative fiscal oversight of public monies and was active in budget administration with most of the above groups. Anne is currently the recording secretary for the Pioneer Valley Regional School District and a volunteer with Franklin County Big Brother/Big Sister.

Appendix D – MCCI By Laws

- I. NAME, PURPOSES, POWERS AND RELATED MATTERS
- II. THE ORGANIZATION
- III. MCCI BOARD
- IV. OFFICERS
- V. COMMITTEES
- VI. MISCELLANEOUS PROVISIONS
- VII. INDEMNIFICATION
- VIII. LIQUIDATION OR DISSOLUTION

ARTICLE I NAME, PURPOSES, POWERS AND RELATED MATTERS

The name of this non-profit corporation shall be Montague Community Cable, Inc (hereinafter in these By-Laws referred to as "MCCI"), its purposes shall be as set forth in the Articles of Organization and these By-Laws, and shall be exclusively charitable, scientific and educational within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1954, as amended from time to time.

The powers of MCCI and of its Directors, Officers, committees and Members, and all matters concerning the conduct and regulation of the affairs of MCCI, and the Officers and agents by whom its purposes may be accomplished, shall be governed by such provisions in regard thereto, if any, as are set forth in the Articles of Organization and these By-Laws.

All references in these By-Laws to the Articles of Organization shall be construed to mean the Articles of Organization as from time to time amended.

ARTICLE II THE ORGANIZATION

Section 1. Eligibility

All persons who subscribe to the purposes of MCCI and which support MCCI by participation or contribution of money, service or equipment shall be eligible for Membership. The MCCI Board shall seek to encourage Membership of persons who represent the various sectors of the community, including, but not limited to, the educational, governmental, health care, arts, religious, non-profit and business sectors as well as every neighborhood in the town, so that the Members, as a group, shall be broadly representative of the community interest.

Section 2. Members

Any person who resides in the broadcast area served by MCTV may be admitted to Membership. Attendance at two or more consecutive meetings of MCCI, or work on a

production for MCTV, qualifies an individual for Membership. Members shall have a right to notice of and attendance at meetings of the MCCI Board.

Section 3. Directors

Elected candidates to the MCCI Board are required to be Members prior to their election. Directors shall continue in office until the expiration of the term for which they are elected, or until their successor shall have been appointed or elected and qualified, or until their death, resignation or removal. Within the MCCI Board there shall be three Officers: President, Clerk, and Treasurer, each elected at the MCCI Annual Meeting.

Section 4. Annual Meeting

The Annual Meeting of MCCI shall be held at the principal office of MCCI in Turners Falls, or at such other place within the Town of Montague as designated in the notice of the Annual Meeting, on the third Wednesday in April. If such Annual Meeting is omitted on the day herein provided for, a Special Meeting may be held in place thereof, and any business transacted or elections held at such meeting shall have the same effect as if transacted or held at the Annual Meeting.

Section 5. Regular Meetings

Regular meetings of MCCI shall occur on a monthly basis on the third Wednesday of each calendar month.

Section 6. Special Meetings

A Special Meeting of MCCI may be called, at any time, by the President of MCCI, the MCCI Board, or by receipt of the Clerk of MCCI a written request by ten (10) Members. Special Meetings shall be convened not less than ten (10) days nor more than forty-five (45) days after being called.

Section 7. Place of Meetings

All meetings of MCCI shall be held at the principal office of MCCI in Turners Falls, or at such other place within the Town of Montague as may be fixed for Annual Meetings or as may be stated in the call for a Special Meeting.

Section 8. Notice of Meetings

A written notice of every annual or any Special Meeting of MCCI, stating the place, date, hour and purpose thereof, shall be mailed by the Clerk, or by the person calling the meeting, at least ten (10) days before the meeting to each Director or Member at his or her address as it appears upon the records of MCCI. Notice of Annual Meetings shall also be placed in at least one (1) local newspaper at least ten (10) days before the meeting stating the place, date, hour and purpose thereof.

Section 9. Quorum

At any meeting of MCCI, a simple majority (one half plus one) of the MCCI Board, present in person, shall constitute a quorum.

Section 10. Resignations

Directors of MCCI may resign at any time. Said resignations shall be effective upon the filing of a written notice of resignation with the Clerk, except in the case of an Officer of the MCCI Board, who shall hold office until his or her successor is elected or appointed unless removed prior thereto in accordance with law and these By-Laws.

Section 11. Compensation

No Director shall receive any compensation for his or her services as a Member of MCCI. However, Members shall not be precluded from receiving compensation for services rendered to MCCI in other capacities, provided that a formal agreement between the Member and MCCI is approved by the MCCI Board or its designee, prior to the provision of the service and a full disclosure of the nature of the service and terms of compensation is made to the Directors and filed with the Clerk. No Director shall vote on any matter for which he or she is engaged to render service in an independent capacity.

Section 12. Non-Discrimination

Membership shall be open to all, and Membership, or the composition thereof, shall not be based on race, color, sex, age, religion, national origin or sexual preference.

Section 13. Duration of Membership

The Membership year shall follow the Calendar year. Any person who is enrolled shall be a Member from the time of said enrollment to the end of said Membership year. To retain voting rights a Member must remain active. Members shall be considered active if they either (a) do not miss more than three consecutive meetings in a calendar year without good cause or prior notification, or, (b) if they participate in an MCTV production in a given calendar year.

ARTICLE III BOARD OF DIRECTORS

Section 1. Powers

The MCCI Board shall have and may exercise all of the powers of MCCI

Section 2. Directors

The governing body of MCCI shall be a MCCI Board consisting of a minimum of five and a maximum of eleven members, each taken from the Membership:

- Five Director seats are reserved to correspond to each of the villages of Montague, with the person filling each seat residing in the corresponding village.

- The remaining Directors may be elected “At Large.”
- A majority (more than 50%) of the total Directors must be residents of Montague.

If any seats remain vacant they shall be filled according to Article III Section 5 of these By-Laws. The terms for Directors shall be for two (2) years and will expire at the Annual Meetings of MCCI or Special Meetings held in place thereof. Each Director shall hold office until his or her successor is elected or appointed unless removed prior thereto in accordance with law and these By-Laws.

Section 3. Election Process of Directors

Directors shall be elected every two (2) years at the Annual Meeting in the following manner: No later than the regularly scheduled March MCCI Board meeting applications for Directors will be accepted from existing Members. New applicants must fill out the Board Application for consideration. Existing directors need only to provide a letter of intent.

At the Annual Meeting, applicants for directorship may be nominated and voted upon by the membership and the directorship. A simple majority vote is all that is required to carry an election.

Section 4. Resignation or Removal

A Director may resign by delivering his or her written resignation to MCCI at its principal office or to the Clerk. Such resignation shall be effective upon its acceptance by the MCCI Board.

Any Director who fails to attend three (3) consecutive meetings of the MCCI Board can be deemed to have resigned and can be notified that the MCCI Board intends to remove him or her as a Director at the next regular or Special Meeting of the MCCI Board if the board believes such actions warranted.

Any Director proposed to be removed shall be entitled to at least ten (10) days notice in writing by mail of such meeting of the MCCI Board at such time removal is to be voted upon, and shall be entitled to file a written explanation for such absences or appear before and be heard by the MCCI Board at such meeting to demonstrate that there was a sufficient excuse for such failure to attend the three consecutive meetings prior to the Board's taking a vote for such removal taking place.

If, after reviewing such Director's written and/or oral testimony, a majority of the Directors in attendance at such meeting finds that there was a justifiable excuse for such absences, then the removal order shall be revoked and Director shall continue to serve on the Board; if, however, a majority of the Directors in attendance at such meeting finds that there was not a justifiable excuse for such absences, then notwithstanding, any language in Article III Section 2 or any other language in these By-Laws to the contrary,

the Director shall be removed forthwith and the vacancy so created shall be filled in accordance with Article III Section 5 of these By-Laws.

Section 5. Vacancies

In the event of any vacancy on the MCCI Board, the remaining Directors may exercise the powers of the full Board until successors are elected or appointed.

Any vacancy on the MCCI Board occurring between Annual Meetings, may be filled by any Member by vote of the remaining Directors, provided that a Director so elected shall serve only until the end of the un-expired term of the person whose absence caused the vacancy to exist.

Vacancies can be tolerated on the board, but there shall be no less than five members at any one time.

Section 6. Disqualification

No Member of MCTV's staff shall serve as a Member of the MCCI Board. No close relative of MCTV's staff shall serve as a Member of the MCCI Board nor shall any close relative of a Member of the MCCI Board be an employee of MCTV. No employee nor close relative of an employee of the cable licensee or its affiliates may serve as a Member of the MCCI Board nor shall any Director or close relative become an employee of the Licensee or its affiliates.

Section 7. Financial Interest of Director, Relative or Associates; Disclosure

Except as permitted by this Section, any Director who participates as a Director in a particular matter in which to his or her knowledge, he or she, his or her immediate family or partner, a business organization in which he or she is serving as Officer, Director, partner or employee, or any person or organization with whom he or she is negotiating or has any arrangement concerning prospective employment, has a financial interest, shall, after a hearing, be removed as a Director.

It shall not be a violation of this Section: (a) if the Director first advises the MCCI Board of the nature and circumstances of the particular matter and makes full disclosure of such financial interest, and receives in advance a written determination made by the MCCI Board that the interest is not so substantial as to be deemed likely to affect the integrity of the services which the MCCI Board may expect from the Director; or (b) if after such disclosure, the MCCI Board votes that the financial interest is exempted from the requirements of clause (a) hereof as being too remote or too inconsequential to affect the integrity of the Director's services.

Section 8. Compensation

Directors shall receive no compensation for their services to MCCI as such; provided, however, that any Director may, if authorized by the MCCI Board, be reimbursed for

necessary expenses, including travel expenses reasonably incurred by that Director in the performance of his or her duties as a Director.

ARTICLE IV OFFICERS

Section 1. Officers

The Officers of MCCI shall include a President, a Treasurer, and a Clerk. All Officers shall be elected by the MCCI Board from among the MCCI Board. No person shall hold more than one office at any one time. Each Officer of MCCI shall be elected annually and shall hold office until the next Annual Meeting of MCCI, or Special Meeting held in place thereof, and thereafter until his or her successor is chosen and qualified.

Section 2. President

The President shall be the Chair of the MCCI Board and shall preside at meetings of the Board and at MCCI meetings. The President shall be the chairperson of the Executive Committee and shall nominate the chairpersons of all other committees. The President shall be Member, ex-officio (with voting rights), of all committees.

The Clerk shall fulfill the duties of the President in the event of the absence or incapacity of the President, and shall have such other powers and shall perform such other duties as are set forth in these By-Laws, as now or hereafter amended, and as the MCCI Board may designate from time to time.

Section 3. Treasurer

The Treasurer of MCCI shall be the Chief Financial Officer and shall have the custody and control of all funds; shall cause all debts and obligations of MCCI to be paid; and shall furnish a monthly financial statement and an annual audited statement of all receipts and disbursements of MCCI to the MCCI Board.

Section 4. Clerk

The Clerk shall issue notices of all meetings of the MCCI Board, and shall send such official notices as may be directed by the Board. The Clerk shall also be responsible for all general correspondence of the Board and for keeping records of the meetings of the Members and the Board. The Clerk shall also be responsible for keeping records of the Directors and accept and record all applications and nominations for such Membership.

Section 5. Other Powers and Duties

Each Officer shall, subject to these By-Laws, have in addition to the duties and powers specifically set forth in these By-Laws, such duties and powers as are customarily incident to his or her office, and such duties and powers as the MCCI Board may from time to time designate.

Section 6. Resignation or Removal

Any Officer may resign by delivering his or her written resignation to MCCI at its principal office or to the Clerk. Such resignation shall be effective upon its acceptance by the MCCI Board. Acceptance shall be contingent upon the position being vacated first being filled by the MCCI Board. The MCCI Board may remove from office any Officer by a vote of two-thirds (2/3) of its entire number then in office.

Section 7. Vacancies

A vacancy in any duly constituted office may be filled by vote of the MCCI Board whenever it occurs.

Section 8. Compensation

Officers shall receive no compensation for their services as Officers of MCCI as such; provided, however, that any Officer may, if authorized by the MCCI Board, be reimbursed for necessary expenses, including travel expenses reasonably incurred by that Officer in the performance of his or her duties as an Officer.

ARTICLE V COMMITTEES

Section 1. Executive Committee

There shall be a standing Executive Committee consisting of the Officers of MCCI and the Chair of any Committee duly appointed by the MCCI Board. The President of MCCI shall serve as Chair of the Committee. During the intervals between meetings of the MCCI Board, the Executive Committee shall possess and may exercise all the powers of the MCCI Board in the management and direction of the affairs of MCCI in all cases in which specific directions shall not have been given by the MCCI Board. All actions by the Executive Committee shall be reported to the MCCI Board at its next meeting following such action. Regular minutes of the proceedings of the Executive Committee shall be kept by the Clerk of MCCI. A simple majority of the Members of the Executive Committee shall constitute a quorum and in every case the affirmative vote of a majority of the entire committee, in person or by proxy, shall be necessary for the passage of any resolution.

Each year, in good time prior to the start of a fiscal year, the Executive Committee shall review the existing annual goals, priorities and work plan for MCCI and recommend changes for the coming year.

The Executive Committee shall also review and evaluate MCCI's personnel practices, job descriptions, salary ranges, benefits and related personnel matters.

Section 2. Other Committees

The MCCI Board may create such committees and delegate such responsibilities to those committees as shall be considered desirable, for such term as shall be deemed appropriate and necessary. Such committees may include but shall not be limited to; Finance;

Fundraising; Outreach; Grievance; Long Range Planning; Membership; Programming, Building.

Upon request from the Membership, or by the MCCI Board themselves, the MCCI Board may create such committees and delegate such responsibilities to those committees as shall be considered desirable and permissible from time to time. A majority vote at any meeting will move creation of said committee.

ARTICLE VI MISCELLANEOUS PROVISIONS

Section 1. Fiscal Year

The fiscal year of MCCI shall be the twelve (12) months ending December 31 of any given year.

Section 2. Annual Audit

The account books of MCCI shall be audited annually by an independent Certified Public Accountant retained by the MCCI Board, and the report of such accountant shall be filed with the records of MCCI. This report shall be made available to any and all interested parties.

Section 3. Execution of Instruments

All deeds, leases, transfers, contracts, bonds, notes and other instruments authorized to be executed by an Officer of MCCI in its behalf shall be signed by the President, or the Treasurer, except as the MCCI Board may generally or in particular cases otherwise determine.

Section 4. Charitable Contributions

The MCCI Board may from time to time authorize contributions to be made by MCCI, in such amounts as it may determine to be reasonable, to corporations, trusts, funds or foundations organized and operated exclusively for charitable, scientific or educational purposes, no part of the net earnings of which inures to the benefit of a Member of the MCCI Board or individual connected with MCCI.

Section 5. Evidence of Authority

A certificate by the Clerk or by a temporary Clerk as to any action taken by the MCCI Board or any Officer or representative of MCCI shall, as to all persons who rely thereon in good faith, be conclusive evidence of such action. The exercise of any power which by law, by the Articles of Organization or by these By-Laws, or under any vote of the Members or the MCCI Board, may be exercised by an Officer of MCCI only in the event of the absence of another Officer or any other contingency, shall bind MCCI in favor of anyone relying thereon in good faith, whether or not such absence or contingency existed.

Section 6. Amendments

Any part or all of these By-Laws may be altered, amended or repealed from time to time by a simple majority vote of the Directors present at a regular or Special Meeting of the Board duly called for that purpose, provided that notice of the substance of the proposed alteration, amendment or repeal shall be stated in a notice for such meeting mailed to the Directors no less than seven (7) days before such meeting.

Section 7. Access Rules

The MCCI Board shall develop rules ensuring that channel time for public access purposes is available to residents and groups on an equitable and non-discriminatory basis. Said rules shall preserve the principle that a reasonable minimum amount of channel and facility time is available to Montague residents for public access communications purposes at no cost each month. Access time shall be allocated on a first come, first served, non-discriminatory basis.

Section 8. Seal

The Seal of MCCI shall consist of a flat-faced circular die with the name of MCCI, its state of incorporation and the year of its organization cut or engraved thereon.

ARTICLE VII

INDEMNIFICATION

MCCI shall, to the extent legally permissible, indemnify each of its Directors and Officers against all liabilities and expenses, including amounts paid in satisfaction of judgments, in compromise or as fines and penalties, and counsel fees, reasonably incurred by him or her in connection with the defense or disposition of any action, suit or other proceeding, whether civil or criminal, in which he or she may be involved or with which he or she may be threatened, while in office or thereafter, by reason of his or her being or having been such a Director or Officer, except with respect to any matter as to which he or she shall have been adjudicated not to have acted in good faith in the reasonable belief that his or her action was in the best interests of MCCI; provided, however, that as to any matter disposed of by a compromise payment by such Director or Officer pursuant to a consent decree or otherwise, no indemnification either for said payment or for any other expenses shall be provided unless such compromise shall be approved as being in the best interest of MCCI after notice that it involves such indemnification: (a) by a disinterested majority of the Directors then in office; or (b) by a majority of the disinterested Directors then in office after MCCI has received an opinion in writing of independent legal counsel to the effect that such Director or Officer appears to have acted in good faith in the reasonable belief that his or her action was in the best interests of MCCI Expenses, including counsel fees reasonably incurred by any such Director or Officer in connection with the defense or disposition of any such action, suit or other proceeding, may be paid from time to time by MCCI in advance of the final disposition thereof upon receipt of an undertaking by such individual to repay the amounts so paid to MCCI if he or she shall be adjudicated not to be entitled to indemnification under Massachusetts General Laws, Chapter 180, Section 6. The right of indemnification hereby provided will not be exclusive of or affect any other rights to

which any Director or Officer may be entitled. Nothing contained herein shall affect any rights to indemnification to which corporate personnel may be entitled by contract or otherwise under law. As used in this paragraph, the terms "Director" and "Officer" include their respective heirs, executors and administrators, and an "interested" Director is one against whom, in such capacity, the proceeding in question or another proceeding on the same or similar grounds is then pending.

ARTICLE VIII

LIQUIDATION OR DISSOLUTION

In the event of liquidation or dissolution of MCCI, whether voluntary or involuntary, no Director, Officer, or Member shall be entitled to any distribution or division of its remaining property or its proceeds, and the balance of all money and other property received by MCCI from any source, after the payment of all debts and obligations of MCCI, shall be distributed by the MCCI Board to such organization or organizations which are organized and operated exclusively for charitable purposes and which shall at that time qualify as an exempt organization or organizations under Section 501(c)(3) of the Internal Revenue Code of 1954, or the corresponding provision of any future United States Internal Revenue Laws; provided, however that no part of the net earnings of such organization or organizations shall inure to the benefit of any private shareholders, Member or individual, and no substantial part of the activities of such organization or organizations attempting to influence legislation, and such organization or organizations shall not participate or intervene in any political campaign on behalf of any candidate for public office.

Appendix E – Personnel Policies

MCTV is committed to providing equal employment and to promoting fair treatment of all employees regardless of race, ethnicity, age, gender or sexual orientation. If you feel any of the policies in this manual or any other official policies of MCTV have been violated, you may contact the Administrative Director of MCTV or the president of the MCCI Board or any member of the board without fear of retribution.

1. General Provisions

1-A Purpose/Distribution

The purpose of the Personnel Policies Manual is to encourage fair policies and clear standards for the treatment of all employees. This is not intended to be an employment contract or agreement

Each permanent employee and all members of the MCCI Board shall be given a copy of this manual and should familiarize themselves with its contents. A copy will also be available at the MCTV office during regular business hours.

Any questions regarding the interpretation of these policies should be addressed to the Administrative Director or to the President of the MCCI Board. Failure to be familiar with these policies will not be a justifiable reason for failure to comply with them.

1-B Amendments

The provisions of these policies, as received by employees at the beginning of employment, are subject to amendment by the MCCI Board. Therefore the terms and conditions of employment as impacted by these policies may also be subject to change.

The Administrative Director and/or the MCCI Board may prepare amendments to personnel policies. If approved by the MCCI Board as a whole, amendments must be distributed to all employees in a timely fashion. The president and director should take measures to ensure that all employees are aware of amendments to the manual.

Negotiated contracts with employees may supersede these policies or benefits described therein. However, all such contracts must have the approval of the MCCI Board, who will make every effort to modify policies to be consistent with contracts.

1-C Personnel Committee

A personnel committee will be created consisting of two members of the MCCI Board (excluding the president) and two MCTV producer members chosen by the Montague Cable Advisory Committee. This committee will hear appeals of hiring decisions, termination decisions, evaluations, and complaints of discrimination, sexual harassment,

or other personnel related issues. The personnel committee will report its recommendations to the MCCI Board for approval.

2. Job Descriptions, Status of Employment

2-A Job Description

Each position will have a job description that is available to the employee. The MCCI Board reserves the right to make changes to a job description. Any changes to a job description must be discussed with the employee and approved by the MCCI Board prior to taking effect.

The employee will be informed at least six weeks in advance of any changes in job description that may require a new hiring process. The employee may appeal these changes to the Personnel Committee.

2-B Hours

Full time is defined as 35 working hours per week. Part time employment is defined as less than 35 working hours per week. Weekly hours must be set in advance with some adjustments allowed so the prescribed hours are worked during a two week period.

Employees are entitled to one fifteen minute break every 3.5 hours and one 30 minute lunch break every seven hours. Individual agreements made with the Administrative Director and/or the MCI Board may supersede these policies. Such agreements must be made in writing and may be monitored by the Administrative Director or a MCCI Board member with the agreement of the Board as a whole.

Time and one-half will be paid to employees working over 35 work hours in one week. Overtime must have the prior approval of the director or the MCCI Board.

2-C Temporary Employment/Contract Employment

These employees may not be subject to the policies and procedures contained therein but their conduct must conform to that specified in the policies and procedures manual. Specific conditions and terms of employment will be discussed with the director and approved by the board prior to employment.

3. Employee Benefits

3-A Vacation Time

Following the probationary period, MCTV employees working fifteen hours per week or more will receive one pro-rated day of vacation time per month. Beginning at three years, 15 pro-rated vacation days will be accrued annually.

Vacation time must be scheduled at least a month in advance with the director and/or the MCCI Board. Vacation time may be cumulative from year to year to a maximum of 30 days. An employee will receive compensation for unused vacation time at the time of termination of employment.

The Administrative Director will periodically report the status of vacation time and any other accumulated leave time to the board.

3-B Sick or Personal Leave

Employees working fifteen hours per week or more are entitled to two personal pro-rated days and six sick pro-rated days annually. Whenever practical, an employee shall notify the Administrative Director of the need for personal leave five days in advance. Sick days are cumulative for a two-year period of employment. Personal days are not cumulative. Neither sick days nor personal days will be compensated at the end of employment.

3-C Holidays

MCTV will observe the following holidays as pro-rated paid holidays: New Year's Day, Martin Luther King Day, Presidents Day, Patriots day, Memorial Day, Independence Day, Labor Day, Columbus Day, Veterans Day, Thanksgiving and Christmas. Employees may not take a personal or vacation day previous to the holiday without approval of the director and/or the board.

3-D Workmen's Compensation

MCTV carries Workman's Compensation insurance in accord with state laws. A copy of state regulations and the policies carried by MCTV will be made available to employees upon request.

3-E Family Leave

Upon completion of the probationary period, provision may be made for maternity, paternity, adoption, or other "family leave" without pay and without prejudice to employment with the approval of the Administrative Director and the MCCI Board. Such leave will be limited to three months without the approval of the Administrative Director and the board.

3-F Leave for Jury

An employee called to serve as a juror in any court or to serve as a witness will be excused from work and continue to receive compensation at the regular rate. The employee must provide evidence of such duty to the Administrative Director and/or the president of the board and provide a telephone number where they can be reached. The employee is required to notify the director or board president of their status each day and is expected to work when not required to be in court.

3-G Medical Benefits

For each employee working over 25 hours per week, MCCI will pay one half of the premium of an individual health plan, contribution not to exceed \$300 per month. The choice of plan must be approved by the MCCI Board. For each employee working between 15 and 25 hours per week, MCTV will contribute an amount not to exceed \$100 per month to an employee health plan. The provision of health care benefits will conform to state laws governing the provision of employee health care.

4. Hiring

4-A Responsibility For Hiring

The MCCI Board, with the advice of its personnel committee, will hire, evaluate, promote and discharges employees.

4-B Selection of Personnel

The MCCI Board will make the decision to fill a vacancy and will establish procedures for recruitment and selection.

As stated above, MCCI / MCTV affirms the right of equal employment opportunity regardless of race, ethnicity, age, gender or sexual orientation.

4-C Life of Application

Applications for employment will be kept on file for twelve months.

4-D Probation

Each employee is required to serve a probationary period of three months, at the end of which employment may be terminated by either party without vacation or severance pay. All policies and practices that apply to regular employees are applicable during the probationary period, unless specific exceptions are made in writing and the probationary employee is notified.

5. Evaluation and Personnel Record

5-A Evaluation

A written evaluation will be completed annually from the date of hire. The evaluation will be made by a designated member of the MCCI Board who will consult the employee, other staff members, board members and others who use the MCTV facilities. The employee will receive a copy of the evaluation form when hired and will receive notice of any form changes when they occur. Employees who wish to dispute the evaluation should first submit their request for review in writing to the Personnel Committee. If the issue is not resolved, the employee may request a hearing of the MCCI Board.

5-B Personnel Record

A permanent personnel file will be maintained for each employee. It is available to the employee and the MCCI Board meeting in executive session. The personnel file is strictly confidential and its contents are not public documents.

The employee must be notified of any contents added or changes to the personnel file and may appeal such additions / changes to the Personnel Committee if desired. The employee must notify the Administrative Director of any changes to contact information, marital status, or other pertinent changes.

6. Termination Procedure

6-A Failure to comply with MCTV policies or to fulfill the duties outlined in the job description will be grounds for probation or termination. Theft, violence, drug or alcohol use, sexual harassment or other unprofessional behavior during employment is prohibited and is grounds for possible immediate termination.

6-B The MCCI Board is required to give the employee a written warning of poor job performance or violations of MCTV procedures prior to termination. The employee will then be allowed a probationary period to improve job performance or correct behavior to avoid termination. The warning will go in the employee's personnel file but will remain confidential.

Theft, violence or abusive behavior may be cause for immediate termination without a written warning.

6-C No employee will be terminated for contacting the president or other MCCI Board members with a complaint. However, all such complaints will be referred to the Personnel Committee. Persistent complaints by an employee about an issue that has been resolved may lead to a warning followed by termination if the behavior continues..

7. Resignations

Resignation shall be submitted in writing at least two weeks in advance.

8. After Hours Use of the Facility

The facility will be made available for use of employees with the approval of the director or the president of the MCCI Board. A log detailing after-hours use will be maintained at the station and available to the president and MCCI Board.

9. Equipment Use

At no time will employees be allowed to sign out equipment for personal use or for extended time periods even for MCTV projects. Employees are subject to the same equipment policies as volunteer producers.

10. Personal Belongings

Personal belongings should not be stored at the station unless they are necessary for MCTV-related activities. Owners are responsible for any property left at the station.

11. Behavior

We are a public service organization that values good customer service. All employees should act in a professional and respectful manner as outlined in the policies and procedures manual. Policies and procedures should be explained in a user-friendly way. Those not familiar with the station or its personnel should be made to feel welcome. All unprofessional or disrespectful behavior should be reported to the director, president or a member of the MCCI Board.

12. Sexual Harassment

12-A No form of sexual harassment or intimidation of or by an MCTV employee will be tolerated. Sexual harassment in the workplace is illegal according to the United States Civil Rights Act (1964) and the Massachusetts General laws (Chapter 151B). Sexual harassment may include inappropriate pressure for sexual activity, name-calling, insults, jokes, unwelcome and inappropriate physical contact.

12-B Reporting

Any person who is subject to sexual harassment or who has information about it should report the behavior to the director and/or any member of the MCCI Board. The person reporting will then be informed of the procedure to be followed. A third party who reports an incident or behavior is under no risk of penalty for false reporting if, after investigation, the behavior is not deemed to be of a sexually harassing nature.

12-C Procedures

Resolution of allegations of sexual harassment may be formal or informal. Except in extreme cases parties are encouraged to work toward an "informal resolution."

Informal Procedure

After the initial complaint, an MCTV employee or member of the MCCI Board or Cable Advisory Committee member acceptable to both parties will be designated as a third party. An effort will be made to resolve the problem through mediation between the person making the complaint and the alleged violator. If all parties agree that a resolution has been achieved, a report will be filed with the MCCI Board and the personnel committee. The board will then decide if disciplinary action is necessary.

Formal Procedure

The employee or a third party may make a complaint directly to the MCCI Board and request a "formal procedure." In this case the Personnel Committee will hear the complaint and designate one of its members to conduct an investigation. The investigation will include an interview with the employee claiming harassment, the employee allegedly violating the harassment policy and any others with knowledge of the circumstances surrounding the complaint. These may include the parent or guardian of any individual under the age of 18 involved in the incident. The designated investigator will then report to the personnel committee.

The personnel committee will evaluate the findings, determine whether the sexual harassment policy has been violated and make a recommendation to the MCCI Board. The board will then take appropriate action.

12-D Privacy Rights

In responding to complaints of sexual harassment or any other violation of personnel policies, MCTV will protect the confidentiality of those involved. Parties who come forward with complaints should be treated in a non-judgmental and respectful manner.

The privacy rights of the employee subject to the accusation will also be respected. He or she will be informed immediately of the complaint and will be given ample opportunity to respond. The formal investigation will be conducted under the theory of "innocent until proven guilty."

Repetitive complaints of sexual harassment or other violations of MCTV policies that consistently prove to be unfounded are a violation of MCTV policy. They may lead to disciplinary action.

It is strictly prohibited for an MCCI Board member to discuss charges or complaints of sexual harassment with those not directly involved in the incident.

Appendix F – General Station Policies

Welcome to MCTV

We are glad you have joined the community of volunteers and producers who make local access television possible. MCTV's main goals are to broadcast community events, facilitate the development educational television, and encourage local production of video for broadcast. The policies and procedures discussed below are designed to encourage a friendly, respectful and professional environment so that together we can accomplish these goals. Although adapted to the needs of the Montague, our policies are based on the experience of local access stations throughout the country. But they are not cast in stone. We welcome any input you may have.

Who are we?

MCTV is a project of Montague Community Cable Incorporated (MCCI), a private non-profit corporation registered with the state of Massachusetts. Founded in 1989 to operate Montague's local access television station, MCCI has initiated other projects, including the founding of a local community newspaper (*The Montague Reporter*). MCCI's bylaws are available upon request.

MCTV is funded by cable television subscriber fees provided to Montague under a license agreement between the town and its cable television provider (currently Comcast). The town of Montague has selected MCTV to run the local access channels (channels 15 and 17). MCTV has a contract with the town of Montague that is separate and distinct from the license agreement between Montague and Comcast. We are answerable to the town of Montague, reporting to its Selectmen and the Cable Advisory Committee.

Members

Residents who attend MCCI Board meetings or work on productions cablecast by MCTV are eligible for MCCI membership. Members may participate and vote at MCCI annual meetings. See our bylaws for more details.

Producers

All those who live and work in Montague are encouraged to use the facilities and become "producers." In addition, non-residents who work on local projects may also use the facilities with the approval of the MCTV staff and board. All producers must have an "orientation" by a staff member and review these policies. In addition, they will be required to attend training sessions targeted to any equipment they will be using. Exceptions may be made at the discretion of the director for those with proven video production experience. The board will be kept up to date on the status of all producers,

All producers need to fill out a "producers form" with contact information and a summary of production experience. These forms will be updated by producers and the the MCTV staff.

MCTV has a "producers group" which will meet periodically to discuss ideas for cable content, equipment needs, policies, technical issues and latest developments in the field. The group will also serve as a resource for taping local events. Producers are not required to join the group but are encouraged to do so.

Programming

There are two types of programming. **Studio programming** is video produced primarily at the facilities of MCTV. Producers of local programming are required to sign a "production contract" at the beginning of such a project and consult with the MCTV staff.

Non-studio programming is content produced in Montague outside of MCTV facilities or outside of Montague. All foreign programming submitted for broadcast must be accompanied by a "statement of compliance" with MCTV policies.

Programs produced outside of Montague need to obtain a local sponsor. We encourage the sharing of content between local access stations, particularly those in the Franklin/Hampshire region. However, MCTV also receives many unsolicited submissions and must set priorities for broadcast. The name of the local sponsor should appear on the "opening slate" and on the credits at the end of the broadcast. If this is not possible, MCTV will broadcast the name of the local sponsor on the community bulletin board or elsewhere.

Conduct

MCTV's goal is to create a friendly and professional atmosphere where residents can work hard, have fun and produce good video. We encourage residents to work and learn from one another, respecting our local diversity of age, gender, sexual orientation and race. Successful local access stations are often led by committed volunteers skilled in video production working toward a common goal. But they must also be open to new ideas and new faces. Staff and producers need to respect one another and respect our "rules of the house" to make this work.

1. No one will be allowed to operate equipment or use the facility if they are under the influence of drugs or alcohol. Smoking is not permitted in the MCTV facility.
2. Abusive language or harassment of any kind is not permitted. If you are having a problem with a staff member or volunteer, you must discuss it with them in a reasonable manner. If the problem can not be resolved in this way, please contact the director before it gets out of hand. MCTV may provide mediation services.
3. MCTV adheres to the non-discrimination and non-harassment policies of the town of Montague, Any form of racial, ethnic or sexual abuse, harassment or discrimination by volunteers or staff is strictly prohibited. Any of these acts should be reported to the

Administrative Director and a member of the MCCI Board immediately. A representative of the MCCI Board will attempt to resolve the situation amicably. If this does not prove satisfactory, mediation may be required or the matter may be referred to an impartial grievance committee,

4. No food or drink is permitted near equipment.
5. Be considerate of the time constraints of staff members and other volunteers. They are usually at the station to get work done.
6. Staff members should explain policies in a respectful and friendly manner. Producers and other volunteers should avoid questioning policies on the "spur of the moment" but try raise issues at meetings organized for that purpose. We also provide a form at the studio for "community input" that will be reviewed by the staff and MCCI Board.
7. When you are in the field, in the studio, or appear in broadcast productions, remember that your conduct reflects on the MCTV community of staff and producers as a whole.
8. Volunteer producers should not identify themselves as MCTV staff.

Role of Our Staff

Local access stations rely on the work and support of volunteers. Such stations are designed to provide equipment and training to encourage local production. Training, outreach, programming and maintaining the facility generally take up most of staff time. Local access stations are also committed by contract to broadcast specific local government programs and events, such as Selectmen's meetings and town meetings in Montague.

These constraints mean that local access stations are generally *not* able to provide staff for broader video projects or taping services. If you would like to initiate a project or broadcast an event, MCTV staff will make every effort to help you assemble a production crew. MCTV may also initiate volunteer projects. Our staff, with the approval of the director, may temporarily assist such local productions. But time and financial constraints will severely limit direct involvement in projects. The goal of our staff is to make local projects self-sufficient.

Community Bulletin Board

The "community bulletin board" broadcast on the local access channel is for community groups and non-profit organizations to announce local events. We urge you to submit announcements to be posted on the board at least two weeks in advance of events.

Cablecast Standards

Volunteers work long hours to produce programming for local broadcast. While we do not expect these productions to compete with well-financed mainstream television, material on local access needs to meet certain minimum standards to be seen and heard.

In addition, all stations require a standard format to make programming possible. Please review the following "standards": it is frustrating to submit a tape that can not be broadcast because a few simple procedures have been overlooked.

Opening Slate

The beginning of all programs must have at least 30 seconds of black followed by:

- ❑ The name of the program
- ❑ The name of the producer and local sponsor
- ❑ The run time of the program (black to black)
- ❑ 5 Seconds of black between slate and beginning of program.

If opening credits appear at the beginning of the tape and contain all of the above information, submissions, with approval of staff, may omit the opening slate after the 30 Seconds of black.

End Credits

Credits should appear at the end of the program and include the name of the producer, those who assisted in the production, credit for underwriting (limited to 10 seconds per underwriter), and credit for organizations assisting in production. All productions produced at MCTV facilities should also give the studio credit ("Produced Through The Facilities of MCTV").

At least 30 Seconds of black should follow credits before the drop of the control track.

Technical Standards

Videotapes submitted to MCTV must meet minimum standards for broadcast. Videotapes must be recorded in standard play and, whenever possible, on high quality SVHS tapes. (SVHS tapes are available through MCTV for purchase at a reduced price.) Submissions should not be taped over existing content on used VHS tapes. Lighting, focus and camera positions must be as consistent as possible, allowing the viewer to view the content being shown without difficulty. Similarly, sound should be clear and loud enough to be heard with the settings provided by normal home television.

Again, we do not expect standard mainstream TV productions but there is a level below which we will lose our audience. Check your tapes before submitting them. If you are having problems meeting these standards, please consult with the MCTV staff.

The MCTV staff reserves the right to reject tapes that do not meet basic minimum standards.

Labeling

All tape submissions should be labeled with the title of the tape, episode number (if applicable), name of producer or sponsor, running time, date, and audio specifications (hi-fi or linear (left and right)).

Tape Submission

Producers will be asked to donate a version of their program to the MCTV library. These tapes then become the property of MCTV and may not be removed from the library without the permission of the director. Programs remain the intellectual property of the producer and can not be broadcast or reproduced without permission. A producer may request that a tape not be broadcast.

Program Content

Producers and sponsors are responsible for the content of their programs. It is the responsibility of the producer to obtain personal releases and permissions for copyrighted material. The staff of MCTV and the MCCI Board of MCCI will be held harmless for any unauthorized use of an image or copyrighted material.

The following programming is prohibited on MCTV:

- ❑ Any commercial program or advertisement,
- ❑ A program that is intended to defraud the viewer or obtain money by false or fraudulent pretenses, representations or promises.
- ❑ All advertisement of or information concerning a lottery, gift enterprises or similar scheme, including a list of prizes awarded by such.
- ❑ Libelous or slanderous material.
- ❑ Material that is obscene according to local community standards or is otherwise illegal.

Political Programming

The following political programming is prohibited:

- ❑ Any advertisement by or in behalf of a candidate for public office, a political party ballot/warrant issue. This includes advocacy material produced by independent issue-oriented political action committees.
- ❑ Any program which presents candidates for public office or spokespersons for candidates or ballot/warrant issues within 15 days of an election except at candidate forums to which all parties have been invited or public meetings at which one or more candidates participate.

- ❑ Volunteers or staff may not use MCTV facilities or equipment for political purposes, including campaigning, fundraising or politically-oriented mailings.

The following political programs are encouraged:

- ❑ Interviews or other presentations which are informative in nature, stating who a candidate is and what positions the candidate takes. Such interviews must be part of a series that is open to all candidates for that office or all positions on a ballot/warrant question.
- ❑ Candidate forums.
- ❑ Issue oriented programs open to all candidates or spokespersons for ballot initiatives/warrant questions.

Fundraising

Non-profit organizations are permitted to produce one fundraising program per year. The format must be either a live auction, telethon or similar event.

Scheduling

General Procedures

Requests for cablecast time must be made by a resident of Montague. Others need to obtain local sponsorship.

All requests for time blocks on the MCTV schedule will be processed on a fair and equitable basis. Every effort will be made to accommodate the requests and needs of producers. However, all program scheduling is at the final discretion of the staff. MCTV staff and MCCI Board will not be responsible for any inability to meet scheduling requests.

Series Scheduling

A series is defined as a program broadcast on a regular basis that contains the same title and the same general theme. It is designated as a "series" in the production contract. A series may be weekly, biweekly or monthly. Producers are generally encouraged to begin with monthly or biweekly series before attempting to produce material on a weekly basis.

Regular series time slots will be allocated at the discretion of the director. Series programs will be allocated an initial run, after which reapplication will be required. If a series producer fails to submit new original program for two consecutive programming cycles or regularly fails to have the program ready for scheduled broadcast, the time slot may be reassigned. A series may be removed from the scheduled time slot at the discretion of the Administrative Director. Whenever possible, all series scheduling decisions will be made after consultation with the producer.

Training and Certification

Training residents in video production is a central function of MCTV. We want to make our equipment and facilities readily available to all. But to maintain our equipment and insure that broadcasts meet minimum standards, a certain level of expertise is required. One of our goals is to create a community of skilled video producers in Montague.

MCTV offers a basic orientation for new producers and training classes on a range of topics. These include field production, studio production, a "town hall road case" workshop and editing. The basic orientation, which will take place at least monthly, is required prior to taking other training classes. Producers must take training classes to be certified to use equipment unless they can show previous training and experience. The director must approve these exceptions. Non-certified producers in training or signed-up for training may participate in production activities at the discretion of the Technical Director.

- ❑ Training classes are made available to residents, non-profit groups, institutions and other organizations free of charge. Non-residents may attend scheduled classes on a first-come, first-serve basis. Priority will be given to residents.
- ❑ Producers must attend all training classes in a field to be certified in that field. If you miss a class, you may be required to take the series again.
- ❑ Producers who complete training classes in a particular field will be certified for that field only.
- ❑ Additional training may be required before using specific equipment. The staff may also encourage and organize targeted classes to meet certain needs. Those who have not used equipment for a year or more or who have not trained on the latest equipment may be required to take another round of classes for re-certification.
- ❑ Training programs implemented by the Gill-Montague regional school district or the Franklin County Technical School may lead to certification to use MCTV equipment. MCTV will make every effort to collaborate with these school districts in its training programs.

Equipment Use Policies

The following policies are designed to maintain our equipment in good condition. To make this happen, our staff must be consistent and stick to clear policies.

General

- ❑ Producers are responsible for all equipment used by them, whether at the studio or in the field. No food, drink or smoking is allowed near equipment.
- ❑ Producers may not modify or alter any equipment. They should not attempt to repair equipment. Damage caused by neglect or attempts to modify or repair equipment will

be repaired at the expense of the producer. Producers who return damaged equipment may be asked to repeat training classes or even lose their privileges

- ❑ MCTV equipment is provided for the purpose of making programs cablecast on MCTV. The use of equipment for commercial or personal purposes is prohibited. The use of equipment for training and production for local organizations may be allowed with the consent of the director.
- ❑ Producers under the age of 18 must have a parental consent form.
- ❑ Requests for resources are available by appointment on a first-come, first-serve basis. However, the staff will also attempt to insure that a few producers do not monopolize equipment. If the producer is more than thirty minutes late the reservation may be cancelled. Chronic lateness may result in a loss of privileges.
- ❑ Cancellation of resource reservations must be made 24 hours in advance unless there is an emergency. Please be considerate of those who may want to use this equipment.
- ❑ Prior to resources being used, the producer must sign a production contract or a statement of compliance. In general, producers should avoid having more than one uncompleted production contract. More than this will require the approval of the Technical Director.
- ❑ Any material or media used for production (tapes, music, props) must be supplied by the user and removed from the studio once production has been completed. Please check your cameras, bags and the studio before you leave. Any media not purchased through MCTV (tapes etc) should meet certain minimum standards approved by the staff. The use of used media is not recommended and should be approved if it is deemed necessary.

Field Equipment

- ❑ All equipment must be checked out and in by an MCTV staff person or someone designated by the director and board. Staff will open all equipment cases and check the contents at both check-in and check-out times. Producers must sign an equipment requisition form for each checkout.
- ❑ Staff will maintain a log noting sign-in and out times, as well as comments on the condition of equipment, experiences of the producer etc. Staff and producers are encouraged to check the log prior to signing out equipment.
- ❑ Equipment should be reserved at least 48 hours in advance. Exceptions may be made but are not advised. To insure equipment availability, producers are encouraged to sign out equipment a week in advance.
- ❑ Any problems with or damage to equipment should be reported immediately to staff, Producers are responsible for damage or loss of equipment due to negligence or

abuse. Any fees required to replace or fix damaged equipment must be paid before further equipment use is allowed.

- ❑ Failure to return equipment on time may result in a loss of privileges.

Studio Use and Equipment

- ❑ No studio production will take place without immediate staff supervision. At least one member of the volunteer production crew must be certified for studio production. A studio "walk through" with an MCTV staff member is mandatory prior to any studio production.
- ❑ Studio time will be allocated on a first-come, first serve basis at the discretion of the MCTV staff. Producers should consult with staff about the nature of the production, equipment needs, number of volunteers etc. when reserving the studio. If the production is part of a series, the procedures for series scheduling must be followed.
- ❑ General equipment rules apply to studio productions. No food, drink or smoking is allowed. Damaged or lost equipment should be reported immediately.
- ❑ The staff will maintain a chronological log of all studio productions. Producers and staff should consult the log before a production.
- ❑ The studio may be reserved for non-profit organizations or public events at the discretion of the Technical Director.

Editing Suites

- ❑ Producers may reserve up to eight (8) hours of editing time in blocks of no more than four at one time. Exceptions may be made for near-deadline projects that require more editing time at the discretion of the director.
- ❑ Unreserved editing time will be allocated on a first-come, first-serve basis.
- ❑ Use of headphones is suggested as a courtesy.
- ❑ No food or drink will be allowed at editing stations.

Suspensions, Terminations, and Grievances

The policies and procedures in this manual are designed to make MCTV work for you. They will only work if staff and producers "buy into" them. However it is necessary to establish procedures for dealing with infractions and grievances that are fair to all and applied equally.

- ❑ All observed infractions of the policies and procedures, including those dealing with behavior and equipment use, will be noted by staff in a written incident report and

placed in an incident logbook. The person "written up" will be notified. She or he may request a copy of the incident report and file their own version of the incident in the logbook if desired. The logbook will be kept in a safe, non-public location.

- ❑ Guidelines for suspension are as follows:

First offense: warning with the possibility of a short suspension

Second offense: one week suspension from use of MCTV equipment or facilities.

Third offense: termination of privileges indefinitely at the discretion of the Administrative Director.

The Administrative Director with the approval of the MCCI Board will implement these guidelines.

- ❑ Violence, extreme abusive behavior or theft may result in immediate suspension.
- ❑ Appeals of all disciplinary actions should be taken up first with the executive director. After this, they may also be appealed to the President of the MCCI Board. The president may call for mediation or refer the matter to an appeals committee composed of directors and community members.
- ❑ Complaints of violations of by volunteers and staff directed at other staff members should also first be taken up first with the Administrative Director who will consult the board. The board may call for mediation or refer the matter to an appeals committee.
- ❑ Persistent complaints or appeals deemed frivolous and harassing by the MCCI Board could result in termination of employment or loss of production privileges. On the other hand, no volunteer or staff member shall be terminated simply for contacting the President of the MCCI Board or a member of the board with a complaint.

Underwriting and Grants

Community producers are encouraged to apply for underwriting or grants that aid in the production or improvement of your programs. Both cash and "in-kind" donations are accepted. Please note the guidelines for crediting underwriters or grant-giving agencies in the credits. Please feel free to contact the staff, particularly the administrative director, for assistance in grant applications and appeals to underwriters.

No grant should be written in the name of MCTV without the full knowledge and support of the staff and the approval of the director and board. This applies to any independent grant that reimburses MCTV staff or stipulates "in kind" assistance from MCTV.

Non-Discrimination Statement

As stated previously, MCTV adheres to the non-discrimination and non-harassment policies of the town of Montague, Any form of racial, ethnic or sexual abuse, harassment or discrimination by volunteers or staff is strictly prohibited. Any of these acts should be reported to the Administrative Director and a member of the MCCI Board immediately.

Happy Ending

These policies have been adopted to make the station work for you. We welcome input on them. Have fun making video!

Appendix G – Other MCCI Projects

The Montague Reporter

The Montague Reporter was started in October 2002, roughly a year after MCCI lost the PEG Access assignment. MCCI did not want to sit dormant while it gathered its resources for the day that the PEG Access assignment – now a contract – became available again. Close supporters of MCCI / MCTV saw the need for a local voice in media and since we no longer had that with GCTV (in our eyes) they decided to start up a local weekly newspaper. In September of 2002 David Detmold, Arthur Evans and Harry Brandt approached the MCCI Board with a request to become a project of MCCI. MCCI accepted the paper as a project and allocated \$2000 to the project for start-up costs with the understanding that the paper would pay its own way within a year. The Montague Reporter published its first issue on October 10th, 2002.

Now entering its fourth year, and with an annual budget of approximately \$60,000 (60% of which comes from advertising), the Montague Reporter has grown to a paid circulation of over 500 subscribers, with a roughly equal number of off-the-rack sales at restaurants, supermarkets, and bookstores throughout the four-town area (including Wendell). The newspaper is put together by a team of professionals working for moderate stipends, written by a network of more than three dozen weekly correspondents and illustrators, the majority of whom work as volunteers. Paper carriers now deliver the paper in Montague Center, all the neighborhoods of Turners Falls, and Millers Falls (except the east side, where the paper girl's father does not want his daughter crossing the busy street). Subscribers in these neighborhoods receive a half-price discount on their subscriptions. The remaining subscribers receive their paper in the mail, thanks to the mainly volunteer efforts of a team of circulation assistants, who work to deliver the paper to the post office and the stores each Thursday. All these people have expressed a great deal of pride in the effort to bring local news to the doorsteps of a growing percentage of readers in our community, where the paper is valued for the breadth and depth of its reporting, and the liveliness of its editorial pages.

LPFM - Low Power FM Radio

In July of 2001, Michael Saari, an MCCI Board member, noting the political winds at the time, filled out an FCC application in MCCI's name for a Low Power FM (LPFM) radio license in hopes that if MCCI did lose the PEG Access assignment it would still have a local media outlet for Montague residents that was Montague-run.

Four years later the FCC has finally released the bulk of the LPFM licenses it was holding on to. (Oddly enough both GCTV and MCCI received their licenses within a month of each other!) The LPFM station is MCCI's latest project.

MCCI plans to put together a coalition of residents to build a station in 2006. Funds will have to be raised outside the cable subscriber funds and a separate bank account will be

set up. Once the station is up and running and appears stable, this project will be spun off with its own board, just as was done with the Montague Reporter.

Montague will now have a local weekly newspaper that reaches the surrounding villages, a Low Power FM radio station that also reaches the surrounding villages (you'll be able to pick it up as far as Lake Wyola) and, if MCCI wins the cable contract, a local PEG Access station, also that reaches the surrounding villages... all run by 100% Montague residents.

You only get that kind of local activity, energy and enthusiasm when a town runs a major media project for itself.

Appendix H – Technical Director: Robin Mide

Robin Mide, 79 Ashworth Rd, Guilford, VT 05301, (802) 258-2093, chaia@adelphia.net

Expert video editor. Have produced/directed hundreds of studio and electronic field productions both live and taped. Extensive experience producing magazine-style TV programs. Design/teach all levels of video production. Extensive computer skills.

Professional Experience

Oct 2004 - Youth Electronic Arts Coordinator, Brick House Community Resource Center, Turner's Falls, MA

- Teach video production, editing, 2D and 3D computer graphics to older teens

Jan 2004 – Freelance Videographer / Consultant

- Shoot, Script, Edit, Computer Graphics, etc. for artists, musicians, businesses and organizations.
- **David Slader Esq.** - shoot, script and edit video for court use.
- **Windsor On Air** - Consultant to the board of director's regarding all aspects of running the WOA Community Access TV Station

1999-2003 - Executive Director, Brattleboro Community Television

- Responsible for daily operations, long term planning, financial management, staff recruitment and retention and program development at a Public, Educational and Governmental (PEG) Access Station.
- Outreach to community organizations.
- Train community producers and recruit instructors to train residents of Windham County to use video equipment.
- Troubleshoot equipment problems.
- Insure coverage of local events and ongoing governmental meetings.
- Oversee systems design and implementation for program scheduling.
- Manage staff and volunteers.
- Work with MCCI Board to develop station policy.

1998 – 1999 - Lead Investigator, Exploring the 4th Dimension, Boston University Super-Computer Laboratory

- Create 3D computer graphic models of 4 dimensional objects

1991 – 1998 - Station Manager / Access Coordinator, Newton Communications Access Center

- Oversee daily operations of Public, Educational and Governmental programming for Community Television station.
- Produce/Direct live and taped studio productions, as well as multi-camera and single-camera field productions
- Wrote and received two grant awards.

- Supervise staff to insure that equipment is maintained in good working order, that 2 channels of programming are cablecast properly.
- Design training programs.
- Work with community groups including the educational and business communities, non-profit organizations, senior citizens, people with disabilities and youth to produce community based television.

1990 - 1991 Production Coordinator, Medford Community Cablevision

- Assisted community in the production of television programs.
- Scheduled, designed and taught video training classes.
- Equipment maintenance, repair and purchase
- Ran mobile video unit (truck)

1988 - 1990 Technical / Programming Director, Chelsea Community Television

- Managed daily operations of Access Center serving small city including hiring, training and supervising per diem crews and trainers

1986 - 1988 Artist in Residence/Teaching Assistant, Massachusetts College of Art, Micro-computer lab

Video/Film Productions

Three Lives 1971, Director/Performer - 90 min. 16mm.Film Documentary
Archived at the Whitney Museum, New York City

How He Responded to His Daughter 1984, Producer/Director 14 min., Video
Winner, American Film Institute National Student Video Competition, Northeast Region,
Fiction Category, Second place.

Searching for Home 1995, Producer, editor, script
30 min. video, documentary - Massachusetts Cultural Council/Very Special Arts
Issues People with Disabilities deal with when looking for housing

Making Jobs Work 1996, Producer, editor, script
30 min. video, documentary - Massachusetts Cultural Council/Very Special Arts
Issues People with disabilities deal with when looking for work

Specific Projects:

- *David Cohen-Mayoral Inauguration* 1998, prod./dir, w/ wrap-around, live
- *City Election Coverage*, Chelsea, prod/dir, live
- *Spotlight on Non-Profits*, prod./director, magazine style series (15 shows)
- *Newton Biz.Com*, prod./dir, magazine style series (12 shows)
- *Breast Cancer and the Environment*, prod. /dir, Boston State House hearing
- *Teen Suicide Prevention*, prod. /dir, in conduction with WGBX, live call-in

Appendix I – Letters of Intent

On the following pages we have included:

- A Letter from the Superintendent of Schools, Sue Gee, regarding training and programs we wish to create at the high school
- A Letter of Agreement with the Brick House regarding programs and services to be shared between our two organizations
- A Letter of Intent from Book & More on Avenue A for a monthly “Reading Corner” public access show and potential underwriting.

October 17, 2005

To Whom It May Concern:

We are aware of the RFP that has been published to provide cable television service to our community. We value the service but do not feel we can commit to favoring any single applicant. Once the contract has been awarded we will gladly work with that organization to provide whatever programming we can to the community.

The kind of assistance that would be most helpful to us would be in the form of technical assistance to our staff and students in the production of programs that could be televised locally. To this end MCCI has offered the Gill-Montague Regional School District the following:

- MCCI intends to make channel 17 in Montague the Education Station, starting with programs at the high school.
- MCCI's Technical Director will be on premises 3 hours a week for the purposes of training and trouble shooting any on-going projects that are in progress. These hours will be expanded by grant funding which MCCI will seek to receive.
- MCCI's Administrative Director will be on premises up to 2 hours per week for the purposes of outreach and program development with the students.
- Part of the training will involve the methods for taping sporting events, plays, assemblies or any events happening on school grounds and cable casting them live.
- MCCI's Technical Director will also specify, set up and train school staff to operate and maintain a school bulletin board on the educational channel for Montague for the purpose of broadcasting school event schedules, announcements and reminders (snow days, etc).
- Michael Langknecht, a member of the GMRSD School Committee and MCCI Board member for over four years, will be our official presence on the MCCI Board and will advocate for us in that capacity. A GMRSD staff member will be an "ex-officio" member of the board.

Once again, we value the service provided by our local community television station and are eager to use whatever resources are available to us to provide quality programming from our schools to the community.

Sincerely yours,

Sue M. Gee
Superintendent of Schools

Date: October 18, 2005

To: Michael Muller, MCCI/MCTV

Re: Letter of Agreement MCCI/MCTV

Dear Michael,

As The Brick House Community Resource Center (BH) has had a long and successful history of collaboration with Montague Community TV (MCTV), we agree to expand this relationship to include the following:

- BH agrees to have our Business Manager, Michael Bosworth, provide bookkeeping services and generate financial report writing for MCTV for approximately 5 hours per week.
- BH agrees to serve as a drop-off and log-in point for MCTV videotapes.
- BH agrees to have MCTV leave their existing editing facilities at BH to be shared by BH and MCTV with BH priority for BH TV deadlines.

In addition, we understand that:

- MCTV will continue to support BH with video projects, such as Brick House TV.
- MCTV will seek collaboration with the BH Teen Center.
- MCTV will seek ways of performing outreach to BH clients and partners.

Best wishes for your success,

Nancy Emond
Executive Director

October 21, 2005

Dear MCTV,

We are writing to express our sincere interest in the possibility of underwriting/hosting the Reading Corner show. As two former teachers and a current social worker who own and run Books & More, we firmly support ideas and projects that will further expand on a child's education. We also look forward to the opportunity of working with the newly reformed MCTV. As a small local business we are here to support other businesses and corporations in our community.

Books & More looks forward to having the opportunity to work with your organization in the not too distant future. We feel that this project could be an exciting as well as educational one that will benefit the entire community of Montague.

Sincerely,

Kelly Gobeil, Owner
Books & More