

San Francisco Commons

a new public access model proposed by Bay Area Video Coalition

Response to Request for Proposals (RFP) #04-2009

Public Access Cable Channel Operator
City and County of San Francisco Department of Technology

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Narrative

BAVC's unique position

With a 33 year history of serving the diverse communities of San Francisco in the realms of community media, technology, digital media training, and civic engagement, BAVC is uniquely positioned to become the City of San Francisco's public access provider. Unlike any other nonprofit in the city of San Francisco, BAVC holds relationships with thousands of media producers, hundreds of nonprofit organizations, the Bay Area and Silicon Valley's preeminent technology companies, over fifty public schools, and over 800 young people with whom we work each week. With our roots in community service in San Francisco, and relationships stretching to the highest tiers of public media nationally and internationally, it would serve our mission, and enhance our capacity to serve the community, should we be granted the contract to develop and oversee San Francisco's public access channels.

The spirit of public access is closely aligned with what BAVC believes is the future of public media: content and mission aligning to not merely inform the community but to engage them as students, teachers, creators, advocates, and citizens. The infrastructure and reach of public access provides the opportunity to bring together community members to identify issues and work together toward solutions. The blurring between "television" and Internet, and between producer and consumer, provides a unique opportunity for the exploration of "transmedia" with a purpose: re-imagining and articulating the future of public media with our communities leading its development.

With the City of San Francisco providing the context, public access is defined as a public service media community tasked with informing, engaging and giving voice to the City's diverse sectors, and allowing them to connect and share stories with each other. BAVC believes that public access should serve not merely as a public soapbox, but as a suite of public media services, tools, and opportunities that strengthen and support the cultural, educational, and civic fabric of our city. Rather than simply maintaining a public access facility and broadcast signal, BAVC is ready to develop public access as the transmedia community center of the future, delivering a suite of integrated services, platforms, training, and community engagement opportunities that will offer city residents new ways to connect with each other and with the many organizations that are here to serve them.

BAVC's vision for public access

Public access cannot continue as an operation reliant solely on subsidy. When the costs of facility rental exceed the general operating subsidy, and without an aggressive

resource schedule and sound business plan to support operating costs, there can be no expectation of quality transmission of stories, support for producers, professional services and training, technical broadcast support, or sustained operations – let alone systems and services to support emerging media and forward-thinking community engagement. Not only does the cost of operation require change, but the “who, how, and what is produced” for public access must also be revisited. In the present economic climate, no nonprofit organization can rely solely on foundation support, public subsidy, or any single revenue stream to fulfill its mission. As we have seen both in San Francisco and across the nation, nonprofit media centers and public access stations fail when they fail to address sustainability through their core business models.

BAVC proposes a new vision for public access, one that reflects dramatic changes in technology, workflow, media access, and non-profit resourcing, emphasizing metrics that drive a new operating mandate for persistent relevance through services that the public will truly desire and will utilize. We already know that the Internet, desktop computing, editing software, video on-demand, digital video recorders and handheld mobile devices have forever changed our relationship to media creation and viewing. As print journalism struggles to engage the public as its advocate, television broadcast’s relevance has also been cast into doubt. We are at a moment of change in which we believe many “publics” will thrive, and in which media must be personalized, persistent, and inherently “public.” Individuals engage and aggregate through the stories that unite them, and we propose that public access live at this juncture of aggregation and engagement. The future of public media that we imagine will enable:

For the Producer:

- Hosting of content for distribution
- Anytime upload/access capacity for remote authoring of channels
- Online submission/upload of content for broadcast
- Citizen journalism tools (such as blog feeds and mobile upload)
- Online technical assistance and training
- Meaningful relationships with local community organizations around shared community concerns and interests
- Multiple access points for new media equipment access and training

For the Nonprofit Community Partner:

- Equipment access and shared production, scheduling, and curation systems
- Hosting of content for distribution
- Channel curation and hosting applications
- Multi-media submission system
- Opportunities for staff training and internal media capacities
- Access to digital media interns and producers (including youth)
- Public service announcements and advertising opportunities
- Tools for engaging their constituencies around relevant issues through media

For the Audience:

- Content: Online, on-demand and personalized viewing “channels,” Local Arts, Education, News, Environment, Youth, and International channels & many more
- Social networking: identity creation, ratings, referrals, play lists, neighborhood groups, recommendations
- Engagement: Online broadcast guides and engagement opportunities synchronized with broadcast channels; community-based rating, monitoring, and curation systems
- Hyper-local relevance: Aggregated news reporting, particularly of hyper-local news and information from community sources, and citizen blogs and vlogs
- Civic information: Integration with city information and trusted channel feeds
- Training: media creation tutorials, digital media training, curriculum
- Tools: Open-sourced applications, educational games, materials

Service strategy

BAVC’s cable access effort will focus on continuously diversified broadcast and real-time online media access and an operational foundation that treats access as a baseline for operations, and participation as a metric/value that we will strive for.

Broadcast channels

Channel 1 will serve as a general public access channel, with automated uploads and remote scheduling capacity, and with community rating and voting tools driving the demand for content from popular sources. Content will be scheduled according to terms of use outlined in station policy. For ongoing series work, viewer analytics and online metrics will be employed to determine sustained broadcast rights and time slot prioritization. This will assure diversity across the schedule over time.

BAVC proposes to populate **Channel 2** as a curated channel with local, national and international content through a connected network of public media content providers (outlined below in content strategy).

Online systems

BAVC will work with Miro, a project of the Participatory Culture Foundation that creates media players and dynamic online environments for media, to create an automated online distribution system and social networking environment to complement and support public access broadcast channels 1 and 2. Miro’s objective is to build sustainable connections between existing community media resources and the broader communities they serve. The Miro Player, downloaded over five million times in 2008, enables a simple download mechanism for members and viewers that connects them directly into the body of community media in a TV-like way. Similar to TIVO or digital

video recorders, viewers can subscribe to channels created by themselves and/or nonprofit organizations and individuals in the community as well as the broader Internet. Miro makes following creators, shows, and communities incredibly simple and intuitive, even for viewers who aren't technically savvy.

The San Francisco-specific Local Player can accommodate, with customization, current public access systems such as the OpenMedia PEG 2.0 effort. BAVC is engaged with Miro to assure our capacity to align with and direct the development of new standards that will allow for interoperability of these systems.

With BAVC's customized version of the Miro Local TV Player, San Francisco audiences will have the opportunity to become engaged with media, and not just view it. Miro provides opportunities for social networking, building a reputation as contributor, offering ratings, becoming a citizen journalist, uploading video responses to content, and personalizing recommendations to others.

Miro Local TV will provide the following additional functions:

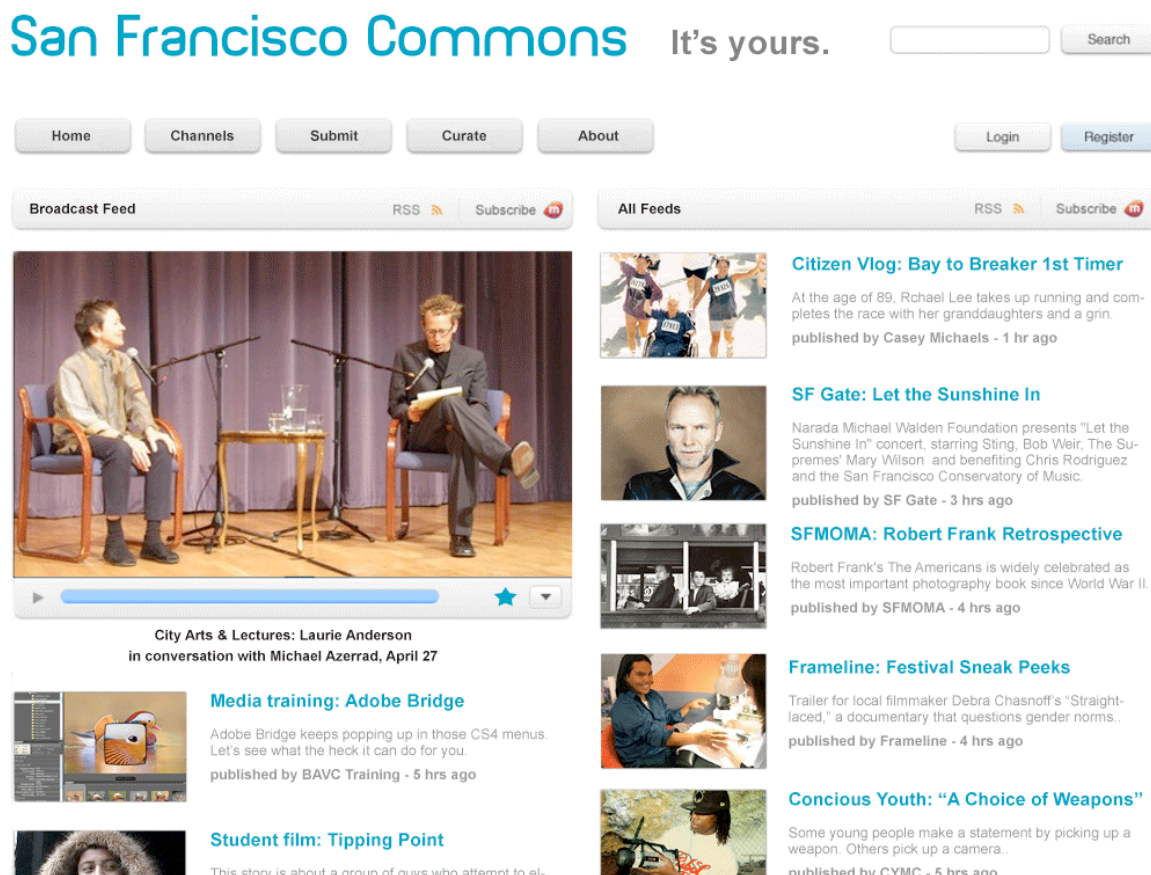
- Customized Miro player with unlimited online channels of streaming video content (see below for mockup)
- Automated web search/media aggregation
- Geocoded data and mapping software to enhance channel customization and search (e.g., zip code search)
- Comprehensive metadata standards
- Distribution to any device supporting RSS
- The "Make Internet TV" manual to provide insight into community-level production and collaboration
- Ready integration of media assets into any third-party website
- Flexible system to engage organizations as well as individuals

Most individual viewers seek out content that is local and personally meaningful. An added benefit of partnering with an ever-growing online network is that the site will drive viewers to local content online and broadcast through content guides and search functions. The Miro application also shares its Application Programming Interfaces (API's) for third party website integration with blogs, organizational sites and K-20 classrooms. Of the nearly three million downloads of the Miro player globally in 2009, over 200,000 have been from San Francisco City and County. With a localized and customizable interface, BAVC anticipates an even greater local viewership of and engagement with public access content.

Mockup: Miro Local TV Community Access Portal

The following mockup illustrates the Miro Local TV public interface customized for San Francisco. Features for the public can be seen below:

- Channels and feeds of local content that is searchable and can be sorted by popularity, newest, or specific keyword tags
- Subscribe to content feeds using RSS feed-readers
- The ability to register, log in, and submit content and feeds of content online
- The ability to customize/curate a personal channel (part of proposed enhanced services)
- A live, continuous online stream that mirrors the broadcast channel (part of proposed enhanced services)



Mockup: Miro Local TV Administrative Interface

This early mockup illustrates key administration features, including:

- A queue of content submitted by the community, which administrators or guest curators can preview and evaluate
- The ability of administrators to accept, reject, or “feature” a piece of content submitted by users to the channel they are curating

- “Watched feeds” of content from anywhere on the web that curators can highlight. For example, an administrator could “watch” for any new videos containing the words “San Francisco” and “museum” in its tags, and review those pieces for inclusion on the channel.

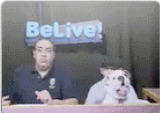
San Francisco Commons It's yours.

Home Channels Submit Curate About


Welcome, Youth Arts Channel Curator [Log out](#)

[Administration](#) > [Curate](#) > [Youth Channel](#) > [Submissions](#)


Submissions Watched Feeds Saved Searches Edit Design



Frank Pasquerello: The British Bulldog Episode
Officer Frank Pasquerello, host of Crime Time on Cambridge Community Television's popular BeLive! live television format, appeared on Jan 5 with an English bulldog as a co-host. It seems some dispute over the apparent




CCTV Studio Promo
Want to learn how to begin producing a program in CCTV's television studio? Watch this short video, produced by youth at CCTV involved in the School Year Production Program.



Passport to East Cambridge: Mary Poillucci
Watch this digital story, created by youth in CCTV's School Year Production Program in collaboration with CRLS' Media Arts Studio, Lesley University, the East End House and the Cambridge Multicultural Arts Center.

CCTV Studio Promo 3 w



Content strategy

Broadcast channels

While broadcast content will be locally focused and relevant, we will invite content, regardless of its geographic origin of production, about and related to San Francisco across our national and international networks, including but not limited to: local film festival operators (Center for Asian American Media, Jewish Film Festival, Frameline), youth media producers (Conscious Youth Media Crew, BAYCAT, Streetside Stories) and our public media and broadcast partners (ACM public access operators, Miro Local TV network, PBS stations, ITVS). It is critical to establish a creative pipeline for content to be distributed between public media entities and public access. Following are BAVC's Phase 1 partners who have expressed interest in providing selected content to BAVC's public access channels.

Independent Television Services (ITVS) - the nation's largest funder of independent

public media makers, ITVS runs a robust series of national programs, including Independent Lens (<http://www.pbs.org/independentlens/>) BAVC would partner to support local Community Screening efforts on public access which includes live screenings, educational curriculum and ongoing broadcasts.

Minority media – BAVC has established content partnerships for public access with the Center for Asian American Media (CAAM), the San Francisco Jewish Film Festival, and the National Alliance for Media Arts and Culture, each an anchor organization at the Ninth Street Independent Media Center. Other potential partners in this space include Frameline (San Francisco's largest LGBTQ media producer/presenter), Canyon Cinema, San Francisco Cinematheque, Teaching Intermedia Literacy Tools (TILT), and the Global Film Initiative. Each of these organizations has vast content archives, related curriculum and active networks of contributing member organizations and creatives. There is also tremendous interest and opportunity to pursue festival broadcast interests among Ninth Street tenants.

KQED - the public radio and television station with the largest viewing/listening audience in public broadcasting. BAVC would work with KQED's Education Network to provide timely broadcast and online access of K-12 classroom content and arts programming outside of regular broadcast rotation.

New America Media (NAM) - the largest ethnic media consortium in the country, produces regular print and video content for web and channel distribution. NAM's footprint extends south to San Jose and north to Sacramento, with the majority of their media content is San Francisco-based. Over 800 ethnic media organizations and their content can be engaged via NAM. NAM's community programs reach deep into underserved, ethnic communities nationally.

Foundation-supported health media – BAVC's connections to the health-related social service industry include a digital storytelling initiative that engages media producing entities with health care providers. BAVC's New Routes program is *Abriendo las Cajas* (Opening Boxes), a bilingual digital storytelling initiative that trains and equips local Latino media producers to tell personal stories about violence. This content-generating effort is a prime example of content that lacks a network for distribution, and public access is an ideal outlet for such material.

Additional nonprofit partners – BAVC has a long history of partnering with Bay Area nonprofit organizations to help them create meaningful, social issue-based media. BAVC will work with these organizations to provide access to their media via cable access stations, ensuring their content reaches new audiences while encouraging media makers to become cable access viewers.

Online channels

BAVC proposes the development of dedicated web channels for San Francisco public access that focus on the following:

- Arts & Culture
- Education
- Health
- Environment
- News
- Documentary
- Youth Voices
- Narrative & Experimental

Potential programming

Through our online channels, BAVC will create an open submission system combined with community curation, rating, and voting tools, thereby shifting the media paradigm away from one that values “broadcast first, stream second.” In its new iteration, public access will provide producers and organizations with the ability to showcase and promote their work online, with the community itself identifying content for subsequent broadcast on Channel 1. The future of content distribution is not just production to broadcast, but personal and organizational curation, comment, response, and engagement.

In BAVC’s proposed plan, for example, a local youth arts organization could participate in a rotation of online channel curation and the development of content contests and community voting around an event, campaign, or initiative. For example, youth arts organization could curate youth literary readings and offer a contest based on video clip submissions. The youth, in turn, could promote their own work online to friends and classmates, with the community favorites resulting in a half-hour “best of” broadcast program for contest winners with additional commentary and broadcast packaging by the producing organization.

Arts & Culture

Dance (e.g. Lines Ballet, ODC)

Theater (e.g. The Marsh)

Music (e.g., Grind for the Green, performances)

Poetry & spoken word (e.g. Youth Speaks)

Author readings & conversations (e.g. Satellite Series, local bookstores)

Education

BAVC classes and tutorials

University seminars (eventually live capture/feed via Matterhorn/Miro partnership)

Lectures and conferences (e.g. TED presents, BAVC presentations)

Exploratorium (connected via fiber to BAVC)
Academy of Sciences (seeking fiber connectivity currently)
Software and technology snapshots from local technology companies

Health

New Routes to Community Health, Robert Wood Johnson Foundation
California Endowment
BAVC & ZeroDivide Digital Storytelling programs

Environment

Science, environmental, e.g.
KQED Quest Podcasts / educational components
California Academy of Sciences
Natural Resources Defense Council
Rainforest Action Network
Wild & Scenic Environmental Film Festival

News & Information

Interviews, journalism, local coverage, video bloggers, e.g.
City Arts & Lectures
Inside Local Radio Programs (e.g. KPFA, Michael Krasny's Forum)
Local newsdesks (e.g. editorial vlogs from the SF Chronicle, SF Bay Guardian, SF Weekly, East Bay Express, etc., highlights from features)
Local video-bloggers events & news coverage
Citizen journalism; student reports
Craigslist
Flavorpill SF

Documentary

Local, national, and international short-form documentary content, e.g.
ITVS (including previews and podcasts of upcoming programs)
BAVC Producers Institute
Arts Engine (Media That Matters Film Festival)
Curated programs from documentary festivals, etc.
OneWorld
Kiva
United Nations Film Festival
Local schools' graduate projects
Documentary festival highlights

Youth Voices

Work from youth production programs, e.g.
BAVC Next Generation Programs
Youth Sounds

Youth Radio
Generation PRX
Baycat
TILT

Narrative & Experimental

Narrative shorts, appreciation, behind the scenes, e.g.

San Francisco Film Society
Yerba Buena Center for the Arts
24-hour Film Fest & Competition
SF MOMA
Sundance

Governance and policies

Public access operations, including policies, procedures, and overall governance, would be assumed within BAVC's existing organizational structure. BAVC is governed by our Board of Directors, who hold regular monthly meetings to address matters of organizational governance and business. Upon assuming public access operations, BAVC would focus three of these meetings annually on public access concerns. We would announce the dates of these meetings in advance, invite the submission of public questions and comments, and invite community partners to present and meet directly with the Board and Public Access Advisors.

We propose multiple mechanisms for handling acceptable use of our facilities, channels, and content. We will not operate an open, walk-in traditional public access facility, but will offer multiple points of engagement with public access producers, including training at our facility and at multiple community access partner sites, membership, events, internships, and other community outreach activities. BAVC maintains a professional facility that is open seven days a week, with reception, on-call security, and security policies and procedures designed to ensure a safe and productive environment for our staff, youth and adult students, producers, instructors, and visitors.

Our proposed programming systems offer several measures for handling obscene and illegal content:

1. Overall administration and review of all content which can be rejected by administrators and curators
2. As part of our enhanced services, the ability of any viewer to flag content for review by administrators
3. Vetting of content for broadcast by professional content partners

Formal policies related to public access operations and programming will be written, reviewed, and implemented by BAVC staff and our community partners, with oversight from the BAVC Board of Directors, BAVC legal council, and our Public Access Advisors.

We will be referencing and modifying Access Humboldt's guidelines and policies where applicable to our practices and in observance of established public access regulations. (Biographies for BAVC Directors, Board of Directors, and Public Access Advisors are included in this document.)

Experience

Public Access Operation and Management

Key program areas

BAVC was founded in 1976 by a coalition of media makers and activists who wanted to find alternative, civic-minded applications for a new technology: PortaPak video. While the technology has been radically changing ever since, BAVC's mission to increase the cultural and economic participation of underserved communities through media, and our belief that telling compelling stories is powerful for both media maker and audience, remains. Over the last 30 plus years, BAVC's programs and services have brought together a multi-generational mix of artists, experienced media professionals, educators, low-income youth and adults, and non-profit and industry partners who have contributed to the entrepreneurial spirit of the organization. Our current programs include:

BAVC's current programs and services include:

- **Technology, Innovation, and Media Arts (TIMA)** – BAVC provides subsidized access to production and postproduction services to more than 1,000 independent video producers and non-profit organizations annually. In addition, BAVC provides artist residencies, grants, and fiscal sponsorship services to media makers, including the NEA-supported MediaMaker Awards program. BAVC also offers the annual Producers Institute for New Media Technologies to help independent documentary filmmakers create new, civic-minded applications for emerging technologies.
- **Training & Education** – BAVC provides industry-certified video, digital audio, web design, and multimedia training to more than 5,000 students and professionals annually. Through state and industry partnerships, BAVC offers paid, subsidized and free training to a variety of media professionals, returning workers, community-based non-profit organizations, at-risk youth, and others.
- **Next Generation Programs** – BAVC provides comprehensive year-long media skills training sessions to low-income Bay Area youth. These trainings provide a pathway to higher education and workforce development. Over 800 youth are served annually at 11 program sites throughout the Bay Area.

- **Preservation** – BAVC works with museums, artists and cultural institutions around the world to remaster, transfer, and archive seminal creative works on video and audio tape. Our Preservation staff has served as adviser and consultant to a number of arts organizations and collections, including the Getty Institute. Through this process, we not only save historic works of art and activism, but also make it available to new audiences.
- **Community Development** – BAVC provides various special events, forums and trainings that bring together our diverse community for networking and collaboration. In 2008, we launched the Nonprofit Institute for New Media Applications, which enables Bay Area organizations to use a mobile or other new media application to better serve their constituencies, realize their program goals, and maximize the fiscal benefits of operationalizing new technologies within their organization.

Operational capacity & experience

BAVC is experienced operating a capital-intensive organization which maintains eight labs as well as 13 remote community sites that comprise among them over 200 desktop stations with the most current software and network applications. To maintain cutting edge technologies, BAVC has learned to leverage corporate contributions and partnerships as well as technology forecasting to determine how to invest our resources. In 2008, for example, BAVC leveraged relationships with the City and with National Lambda Rail, the preeminent backbone fiber optic network connecting hundreds of universities nationally, to obtain a 10Gb/s fiber optic connection into our San Francisco facility. BAVC has also enjoyed a strong relationship with the Adobe Corporation and Nokia, Inc., both of which have yielded significant in-kind as well as financial contributions.

Though BAVC is new to public access operations, there is national leadership and deep experience among BAVC's staff and Board of Directors related to broadcast and multi-platform content production, media rights, distribution, programming, and technology innovation in the public media sphere. For five years, BAVC provided post-production, on-lining and packaging for the Emmy-winning PBS broadcast *Independent Lens* series (<http://www.pbs.org/independentlens/>). BAVC also co-produced and facilitated every aspect of pre and post-production for five years with the local KQED series, *SPARK* (<http://www.kqed.org/arts/programs/spark/>) and continues to co-produce *California Stories*. Over 15,000 independent media pieces have been supported by BAVC, and our technical capacity ranges from new media applications development to metadata standards, compression technologies, world-renowned video and audio preservation expertise, and digital asset management. Our facility and staff support cutting-edge

production and postproduction workflows that facilitate the creation of programming that meets broadcast technical standards, but also the “new public media” – short-form content, youth-produced work, games, mobile applications, digital stories, social networking applications, and advanced multi-platform productions.

As an operator of multiple media production sites, BAVC is familiar with the cost constraints of facilities management. BAVC’s primary space (2727 Mariposa Street, Suite 200) is a 13,000 square foot facility with five lab classrooms, four offices, five production studios, an open floor-plan shared office, a multi-purpose screening room, kitchen, lounge and public gallery. This location supports broadcast quality production and post-production. The facility oversight includes full-time tech support, reception, and master control operations. BAVC’s Oakland office (1611 Telegraph Avenue, Suite 450) houses its Next Generation (youth) programming for East Bay teenagers and is a 4,000 square foot office that contains three computer labs, two audio recording suites and four offices. BAVC operates a satellite classroom space in San Francisco (410 Townsend Street) that is approximately 350 square feet and supports weekend industry and after-school youth programming. BAVC does not hold leases to or management oversight for the thirteen remote community classroom sites that in San Francisco include Balboa High School, John O’Connell High School, and the African American Arts & Culture Complex.

BAVC’s San Francisco facility at 2727 Mariposa operates seven days a week. The staff of 54 includes 35 full-time employees among which are an HR/Operations Director, Office Manager, three-person finance department, and a full-time tech support staff with broad expertise in hardware, software and new media development. This level of staffing also provides for the ongoing development of public programming tailored to independent media makers, including legal seminars, new media application development, fundraising seminars and much more. BAVC will not seek to operate the current public access facility and will commit dedicated space and capacity within our 2727 Mariposa location towards public access services. It is our assumption based on the city’s reports that the current operator’s site will continue to be supported through general PEG capital resources at the city’s discretion.

Public access partners & advisors

BAVC provides direct technical and curatorial consultation to **PBS, PBS stations, the Corporation for Public Broadcasting (CPB), National Public Radio, the Sundance Institute, BritDocs, BBC, AFI Discovery**, and many other leading broadcast, creative production and distribution leaders globally. To deepen our expertise in the public access space, we have enlisted the support and collaboration of members within the Alliance for Community Media, including but not limited to: Sean McLaughlin (Humboldt, CA) and Gretchen Clausing (Philadelphia, PA) as advisors. We will work with the Participatory Culture Foundation (creators of Miro) and participate in a peer-learning

and capital-pooling community that includes public access operators in Philadelphia (PA), Austin (TX), Worcester (MA), Cambridge (MA), and Medway (MA).

Sean McLaughlin is currently Executive Director of Humboldt Access and a former elected Board member of the National Association of Telecommunications Officers and Advisors, and the Alliance for Community Media as chair of their public policy work group. Sean will help to guide programmatic, policy and sustainability strategies as well as daily operations workflow in the first twelve months.

Gretchen Clausing is the Executive Director-elect of the Philadelphia Public Access Corporation (PPAC). She was a leader of the Philadelphia Community Access Coalition that formed in the late 1990s arguing to bring about the city's first public access service now named PPAC. Gretchen is currently the Program Director at Scribe Video Center in Philadelphia and is a Board Director of the San Francisco-based National Alliance for Media Arts and Culture.

The **Participatory Culture Foundation** developed Miro (getmiro.com), an open-sourced Internet media platform. The Miro Guide supports the Internet's largest repository of video podcasts and supports over 300,000 unique visitors monthly. In October of 2008, with support from the Knight Foundation, Miro announced the Miro Local TV initiative, to allow... "anyone to build a local video community in their city and town, around the content that's already being posted to video blogs and large video sharing sites." Miro is partnering with local public access stations across 17 cities and towns through 2010, and BAVC can be included in this cohort. BAVC is working closely with Co-Founder Tiffiniy Chieng and Outreach Director Dean Jansen as advisors and partners in our public access efforts.

Opencast is an international community of higher education institutions and organizations which together bring a wealth of experience in rich media and podcasting systems, open source academic and enterprise software development, and the delivery and development of open content and knowledge applications. The **Opencast Matterhorn Project** is an ambitious and critically important project set to define, design and produce an enterprise-level, easy-to-install open source podcast and rich media capture, processing and delivery system. This international consortium led by the University of California, Berkeley is exploring a partnership with BAVC and Participatory Culture Foundation to integrate Matterhorn and Miro Local TV in 2011-2012. Such a system would offer an end-to-end video capture, archive, processing, and delivery service for the public and educational media communities. Opencast Matterhorn would serve as development partners and strategic advisors to our public access systems development.

BAVC remains active with a number of partners and consortiums to help guide best practices. If awarded, BAVC will be joining **The Alliance for Community Media**. We will also continue relationships with the **Open Media Network**, public broadcasting's

Digital Distribution Consortium, and Opencast/Matterhorn. With these partners, BAVC is poised to present a new model nationally for the sustainable operation of a tech-savvy “Public Access 2.0” combined Internet/broadcast services station.

Existing resources & operational efficiencies

Training and production support

BAVC currently operates a robust training program in its San Francisco facility and can easily expand training within the facility to include members of the community who are interested in producing media for public access. Our current operations also assure that our equipment is consistently updated.

As one example of our ability to support end-to-end production, streaming, distribution, and digital archiving, BAVC was responsible for developing “Mondays with Merce” for the Merce Cunningham Dance Company in New York City, which provides a live video stream into a studio, enabling remote audiences to experience the choreographer’s direction of company members. BAVC is supporting the development of metadata standards, a digital archive system, and documentation materials for end users in a variety of media environments. All of these best practices, systems, and resources can be applied to the administration of our proposed public access systems.

Membership and volunteer internships

BAVC offers a robust membership program to more than 400 members. BAVC’s membership structure provides a steady stream of income for the organization while responding to the needs of San Francisco-based media makers. BAVC members are entitled to a variety of benefits that help them to develop their technical as well as business and fundraising skills, and general knowledge of the field today. In addition to discounts on BAVC classes, BAVC members receive:

- Regular networking opportunities
- Media critiques by peers and professionals
- Free admission to BAVC events
- One free hour of legal consultation on their media project
- Creative project consultation with BAVC staff
- Discounts on services at local vendors and on media-related software and equipment
- The ability to apply for BAVC’s in-kind programs

BAVC projects that in 2009, at least 500 people will become members of the organization, helping BAVC to realize more than \$30,000 in revenue based on

membership prices alone. Member events are also subsidized by a grant from San Francisco's Grants for the Arts and through ticket prices charged to nonmembers.

Volunteers

In addition to managing and placing interns in local companies and organizations through our youth and workforce development programs, volunteers and interns have always been a supporting force internal to BAVC, offering a win-win for the organization and participants alike. In 2008, BAVC instituted a formal internship program which allows volunteer interns (adult and youth) to gain job skills and experience while contributing to and supporting the organization. The interns support programming and production activities, and receive guidance and placement in BAVC classes that support their work and learning in a professional production environment.

Operations Planning

BAVC's goal in assuming public access operations is to transform the current operating model of public access into a public media resource for the next generation of San Francisco residents. Towards this goal, BAVC will develop an operational business plan for public access operations through June 30, 2015, and a sustainable strategy for operations thereafter. This will incorporate content development, revenue, services, programming, and outreach plans.

i. Phase 1: Transfer, assessment, basic broadcast and online services, development

July 1, 2009 – January 31, 2010

In our first phase of operations, we will seamlessly maintain the broadcast channels, implement automated broadcast scheduling systems, develop customized "San Francisco Commons" online channels in partnership with Miro Local TV, formalize a local network of nonprofit partners, content providers, and access providers, and develop initial frameworks and tools for the submission of content from the public.

Operational activities:

- **Broadcast:** Maintenance of broadcast signal. It will be presumed that the currently functional automated broadcast player can be maintained.
- **Assessment of assets:** Assessment of equipment assets, hardware and software transferred from the prior operator. Package standard production kits that can be re-granted to content partners in support of widely distributed public access production and training.
- **Partnerships:** Development of formal nonprofit memberships, content partnerships, tiered production pathways, and training modules for content providers.

- **Systems & services:** Move “access” online; BAVC will provide public services and training in phase 1, and will develop systems and tools that will be publicly accessible, but will not operate a public open-access facility nor offer free in-studio production support and equipment rentals. We will implement an automated remote upload and scheduling system for the public and a customized implementation of Miro Local TV (estimated launch of initial service pending funds: September 1, 2009).
- **Policies and training:** Development of policies, training modules, FAQs and protocols for communication for public access producers and organizations.
- **Outreach:** Develop outreach materials, conduct outreach to local nonprofit organizations and producers, conduct targeted outreach to existing public access producers, hold orientation meeting for producers and partners, conduct community survey and assessment of desired features/services, promote launch of new services.
- **Membership:** Memberships will not automatically transfer from AccessSF to BAVC, but membership discounts and additional orientation sessions will be offered in July.
- **Development:** Develop and assess business plan for Year 2. Secure revenues and foundation support for Year 2 activities.

ii. Phase 2: Enhanced services, tools, features; community trainings

February 1, 2010 through June 30, 2011

In the second year of operations, BAVC will expand to offer multiple online channels that provide new media interactivity, content, tools and means for community engagement. The automated server and scheduler will work across these sites. In partnership with Participatory Culture Foundation, we will develop additional tools and features for San Francisco’s public access system, tentatively entitled “San Francisco Commons.”

In addition to offering basic production, distribution, and curation services to the public and to nonprofit partners, we will begin to accept production proposals that will receive additional in-kind support to produce, edit and package programming for broadcast. As part of these core services, we will aim to reverse the production paradigm, with online community rating and monitoring tools guiding the selection of programs for broadcast. We will also expand our technical capacities to include live streaming of events, performances, and community classroom environments and workshops, and will evaluate our systems for integration with the beta implementation of Opencast Matterhorn in Phase 3.

Additional services/functions will include:

- Release five online training modules
- Offer equipment and training access at multiple partner sites

- More robust administrative features and tools for partner curation/moderation
- Enhanced outreach activities such as content contests and community voting
- Community rating and monitoring services (including “bubble up” community ratings for additional exposure through broadcast)
- Broadcast stream online (low-latency streaming mirror of broadcast channels, with additional features such as live chat/comment/interactivity around content)
- Social networking tools
- Enhanced distribution services for producers, Automated distribution to mobile, social network and streaming sites
- Templates for channel creation
- Personal curation, subscription, and customization tools
- Licensing and distribution of content for revenue sharing with producers
- Public Service Announcement support services; producer internships
- Metadata and federated search capacity
- Digital media archival services

iii. Phase 3: Sustainability, systems integration

July 1, 2011 – June 30, 2013

Years three to six of our public access operations will focus on:

- Integration of services and programming across all BAVC operations, incorporating public media services, multiplatform channel operations, community archive management and delivery, workforce development training, independent production, distribution, and community technology research, development, prototyping, and incubation
- Implementation of Matterhorn system for remote capture, storage, archiving, and distribution of local lectures, cultural events, classroom trainings, and performances
- Beta-testing of Matterhorn system with key partners (such as City College, San Francisco Opera, San Francisco Ballet, San Francisco Symphony)
- Exploration of fiber optic network distribution opportunities for public access content (e.g. direct streaming of multiplatform content to San Francisco classrooms over fiber)
- Evaluation and refinement of business model; external consultation & planning
- Integration of core systems, including broadcast scheduling, Miro interface, and Matterhorn media management
- Formal systems documentation and programming evaluation

iv. Phase 4: National network infrastructure, model sharing, capital-pooling

Beginning July 1, 2014

- Expansion of developed model to other sites nationally; could include funding for open-source implementation of integrated broadcast/online system for other public access providers
- Expansion of developed model to other sites nationally; could include funding for open-source implementation of integrated broadcast/online system for other public access providers
- Exploration of fiber optic network distribution opportunities (e.g. direct streaming of content to San Francisco classrooms)

Training and Retention of Community Producers

BAVC will have the capacity to dramatically expand access and choices in training to the San Francisco community by moving our catalog of courses into the online environment. BAVC will, however, contribute net revenues from our current training programs to supplement public access subsidies. Revenue growth will be driven through online services.

Online training will include advanced creative applications and will also include entry-level productivity software such as Excel and PowerPoint, to better engage non-profit organizations and non-media producing San Franciscans. Because the offerings are accessible online, we will be able to capture and allocate revenues generated globally to support our local efforts.

As a community service, BAVC will provide three in-person trainings per year to the public to educate, train and engage them as active participants and contributors to public access. These trainings will be free and will be made available online as well. Because we intend to engage our trusted network of NGO's in the Bay Area as creative producing and support sites for San Franciscans to utilize as their community-based link to public access, we will also provide ongoing support and assistance to these partners throughout the year while working closely with them to outreach and promote our annual training services.

Public Relations and Community Outreach



BAVC is a heavily networked nonprofit which provides direct services to San Francisco residents, yet has direct service and partner relationships with many of the City's nonprofit organizations, companies, and institutions. Under the leadership of our Marketing and Communications staff, BAVC will build on its network of members, students, program participants, collaborators, companies, neighbors, peers, and press contacts to distribute communications of our public access activities, solicit contributions of content from diverse producers, involve local nonprofit organizations as channel curators, and continuously evaluate and improve our public access programming and services.

Partners and their public networks

During the first year of public access operations, BAVC will develop formal public access partnerships with proposed training facilities and content providers, as well as reach out to previous public access staff, producers, and community. We will provide

tools to our community partners that will help them to promote their own content and engage their own networks, neighborhoods, and communities, such as:

1. Policies, procedures, and how-to guide for partners (including outreach requirements)
2. Email templates
3. Tell-a-friend tool
4. Graphical badges (graphics for Facebook, Myspace, etc.)
5. Embed tools (to place content and promotions into their own web sites/newsletters)
6. Public access partner collaboration space (password-protected fileshare, wiki, and list serve)
7. Custom RSS feeds so nonprofit constituencies can subscribe to content on local issues and organizations that concern them

Public outreach

Upon launch of our customized Miro Local TV player and online channels (September 1, 2009), we will conduct a city-wide public outreach campaign to announce the new services and encourage submission of video content and feeds. In conjunction with the launch of enhanced services (February 1, 2010), we will conduct a similar campaign with a local content contest and prizes to incentivize diverse contributions, promotion, and peer-to-peer promotion of content through the new tools. We will also announce the availability of community trainings through our facility partners, and online training modules to assist producers in creating content for public access broadcast and online channels. Public outreach tools will include:

1. Public access site (local player), broadcast channels
2. BAVC Web site and newsletter
3. "How-to Guide" for production and submission of content; online training materials
4. Contests and events
5. Community training events
6. Peer-to-peer promotional tools

Ongoing outreach

Beginning with the launch of enhanced services and continuing in year two and beyond of operations, we will integrate our general and public access membership, outreach, marketing, events, and community engagement activities.

Statement of organization's philosophy and mission

BAVC Mission

The Bay Area Video Coalition's mission is to inspire social change by enabling the sharing of diverse stories through art, education and technology.

BAVC Vision aligns with our intentions with public access:

- A diverse group of independent media makers will possess the skills they need to tell, distribute, and preserve their own stories and the stories of their communities through existing and emerging media formats and outlets
- Our efforts will lead to both personal and social change, including greater respect for and cultural inclusion of diverse voices and experiences
- Our work will provide an alternate educational and creative pathway for young people to tell their stories while laying the foundation for their future
- Our program evaluation and expertise will inform and support effective learning in the field

BAVC's Core Values

- Innovation
- Social Justice
- Diversity
- Accountability
- Learning
- Access
- Advocacy
- Respect

BAVC's Strengths in the Community

- Our connections to media employer contacts
- Our reputation as a trainer
- Our youth programs are known and respected nationally
- Our preservation work is known nationally and fills a gap in the cultural landscape
- The Producers Institute has marked BAVC's place in the field of media training to independent producers, and in the larger independent media landscape
- We have a strong reputation in the community as a leader in media/tech education sector
- BAVC has a reputation for being responsive to needs and opportunities in the field
- We are known for our leadership in an ecosystem that values inclusion of multiple sectors: industry, education, and creatives, to achieve broad goals