

# J ▶ M Junction Arts & Media

THREE-YEAR STRATEGIC PLAN  
2024-2026

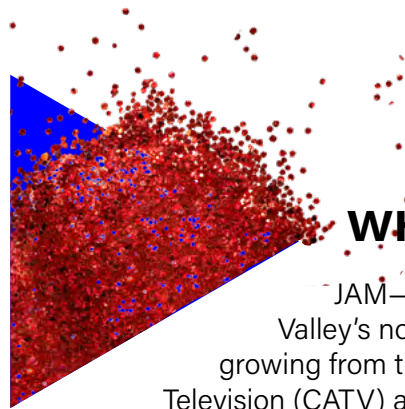




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*Cover image: Music Video JAM Camp 2023. Credit: Kata Sasvari. Above: Beginner Video Production JAM Camp 2023, directed by Senior Producer & Technical Director Chico Eastridge. Credit: Kate Barber, JAM Media Programs Associate.*



## WHAT IS JAM?

JAM—Junction Arts & Media is the Upper Valley's non-profit media arts organization growing from the roots of Community Access Television (CATV) and White River Indie Films (WRIF).

JAM is a space for local people to come together through media—physically and virtually on JAM's channels and platforms—to create, engage in civic life, debate, and share stories.

JAM is a community of professional and amateur media makers who learn from each other and share a commitment to the common good.

JAM will be what we make of it—together.

This three-year Strategic Plan represents a collaborative effort by community stakeholders, staff and board members over the past year to anticipate our community's needs and envision JAM's future. Our group was motivated by a great sense of responsibility and possibility.

We identified three core strategic priorities:

- 1. Build a durable and sustainable home for JAM,**
- 2. Cultivate a thriving media arts community in the Upper Valley,**
- 3. Improve the quality of life in the Upper Valley through high quality, locally-generated media.**

Times have changed since our founding as a community access television station, and JAM is changing to meet our moment. Media matters more than ever, shaping our sense of self, family, community, politics and reality itself. JAM is reimagining how we can harness the positive potential of the media arts to build community in the Upper Valley. We are excited to share the details of our plan here and invite you to take part in creating the future of JAM.

What's *your* JAM? We can't wait to find out.

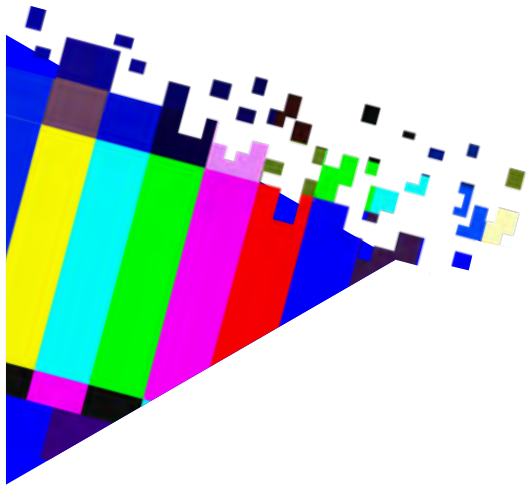
Warmly,

**Samantha Davidson Green** | EXECUTIVE DIRECTOR



▶ WHY "MEDIA ARTS"?

*In the years since CATV's founding as a cable television station focused exclusively on video production, the media landscape has transformed to a fluid environment in which the public is using a wide range of media tools for storytelling, advocacy, and civic engagement, including hybrid and "transmedia" forms. CATV's repositioning as "JAM" and adoption of "media arts" at the core of our creative mission reflects this evolution and commitment to continue evolving with emerging electronic technologies and cultural practices.*



## MISSION

JAM's mission is to build community in the Upper Valley of NH/VT through the media arts.

## VISION

JAM envisions a community in the Upper Valley in which all people have voice, agency, and a sense of belonging enhanced by the positive potential of media.

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*Left: Steven Johnson, grandson of blues legend Robert Johnson, performing with the New England JAMmers (Kit Creeger, Doc Winslow, Jakob Breitbach, Steve Drebber, David Westphalen) at A Night of Poetry and Black Music with Vieve Francis at JAM, made possible with support from Vermont Humanities and Leslie Center for the Humanities at Dartmouth. Photo credit: Kate Barber, JAM Media Programs Associate.*

## CORE VALUES

### CREATIVITY

We value creativity in the media arts as a means to improve people's lives as both creators and audiences.

### DIVERSITY

We value the diverse perspectives of all members of our community and the free, civil exchange of ideas.

### DEMOCRACY

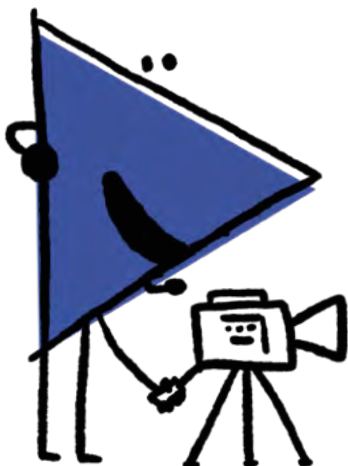
We value transparency in government and media literacy among citizens as essential to the health and accountability of our democracy.

### COMMUNITY

We believe in the potential for media tools to strengthen the bonds of local community.

### EMPOWERMENT

We believe collaboration and lifelong learning empower all to reach their best expression.



## ORGANIZATIONAL HISTORY AND INTRODUCTION

This Strategic Plan has an *in media res* quality that invites an explanation. Since August 2021 JAM has been transforming steadily. While retaining its founding commitment to cover local government and events for local cable television, JAM has evolved in response to radical changes in media and the community's needs. **Embracing new media formats**—including podcasting, social media, hybrid and livestream production—JAM has expanded from a cable access television station to a full-fledged media arts organization.

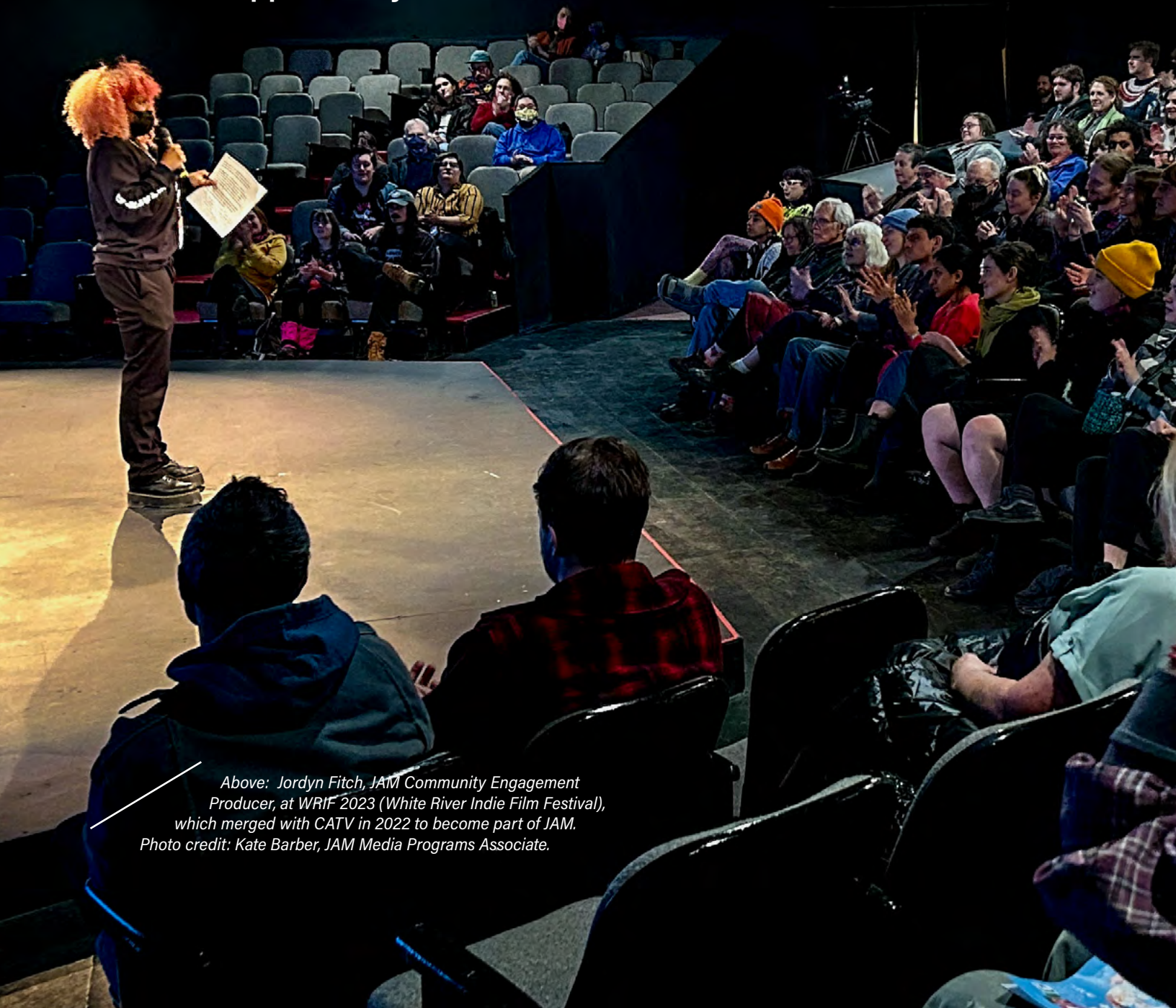
Further, against the cultural backdrop of now ubiquitous and often divisive media, JAM recognizes **media and digital literacy** as an urgent public service need in our community to strengthen democracy, ensure individual expression and civil liberties, renew civic life, and heal the social fabric at the local level. CATV's founding mission was framed by a media "access" model in a time of cable monopoly; now as JAM, our mission centers on **building community** by fostering both critical awareness and creativity in the media arts.

Since 2021, JAM has prioritized pioneering new formats to **bring people together at the local level** through production, media education, and media arts installation exhibits and events, including a strategic alliance with White River Indie Films and a one-year "Better Places" Creative Placemaking grant-funded initiative. To solidify changes underway, JAM moved to its present location for improved public access in May 2022 and rebranded in September 2022 from CATV ("Community Access Television") to "JAM—Junction Arts & Media."

The purpose of this Strategic Plan is to build on the remarkable work of the past two years and lay a capacity-building path to JAM's future in the coming 3 years.

# STRATEGIC PRIORITIES

- ▶ Build a durable and sustainable infrastructure for JAM.
- ▶ Cultivate a thriving media arts community in the Upper Valley.
- ▶ Improve the quality of life and community in the Upper Valley and beyond by improving the quality of locally-generated media.



Above: Jordyn Fitch, JAM Community Engagement Producer, at WRIF 2023 (White River Indie Film Festival), which merged with CATV in 2022 to become part of JAM. Photo credit: Kate Barber, JAM Media Programs Associate.





► PRIORITY 1

# BUILD A DURABLE AND SUSTAINABLE INFRASTRUCTURE FOR JAM.

## OBJECTIVES:

### Funding Model

Develop a **sustainable funding model with new revenue streams** to replace declining cable television franchise fee revenue, sustain core commitments, and support emerging programming to ensure JAM's longevity as a community resource for the Upper Valley. Year one task will be to specify annual budget targets based on ongoing research in the changing funding environment. Anticipating a continued decline in cable revenue, at present JAM projects the need to (A) **replace 25% of our existing**

**revenues** (\$501K in 2023), and (B) **increase revenues overall by 40%**, for an anticipated 2027 annual operating budget of \$701K to reach the vision of this plan, which will be reviewed at six month increments.

#### BY 2027:

- Develop membership program and Annual Appeal to increase in individual and organizational donors and giving levels
- Increase grants and sponsorships/underwriting sustaining multi-year grants
- Increase JAM fee-for-service revenues, including production services and media education programs

// The time spent with other creative young people was great and the exposure to some different tools and methods for creating animated stories was inspiring. //

– JAM Camp parent feedback

*Left: JAM Campers with counselor Kealin Rooney (JAM college media intern and CATV camp alum) and Cedar O'Dowd, JAM Coordinator. Photo credit: Kate Barber for JAM.*

## Facilities

Secure and outfit facilities that serve JAM's existing and emerging programmatic needs, including: **administration, studio audio and video recording, learning/workshop lab space, exhibitions and events spaces.**

### BY 2027:

- ▶ Secure a sustainable home base for JAM
- ▶ Build state-of-the-art multimedia production and post-production facilities and equipment for on-site use by both JAM staff and the public
- ▶ Acquire, build or renovate media exhibits and micro-cinema screening space to meet programming needs
- ▶ Expand space for administration and teaching activities



// We have collaborated with JAM on a number of projects, including enlisting them to simulcast a forum on housing and hiring them to accompany a day-tour of resident-owned mobile home communities. They are doing so much to make our community more welcoming and interesting and aware of its own histories and possibilities. //

– Rebecca Bailey, Communications Manager, Vital Communities

## Mobility

Increase **mobile media production** and education capacity, prioritizing accessibility and community visibility.

### BY 2027:

- ▶ Acquire and outfit a vehicle for on-location production

## Organizational Practices & Culture

Grow JAM's board and strengthen organizational policies and procedures.

### BY 2027:

- ▶ Increase JAM's board to represent more diverse constituencies of the Upper Valley, including BIPOC, LGBTQ+, under 40, and representing civic, media arts, education, business and legal fields key to JAM's effectiveness
- ▶ Develop and implement policies to strengthen financial procedures and controls, DEI (diversity, equity, and inclusion) commitments, and board governance



*JAM student intern and Lebanon High sophomore Annie Hanna producing 3-camera livestream of mock Supreme Court case with Vermont Law and Graduate School President Rod Smolla and Lebanon High School Government students, Nov. 2023.  
Photo Credit: Samantha Davidson Green for JAM.*



*Left: Artwork by Jes Raymond for WRIF 2023. Above: Lexi Krupp, Report for America journalist and JAM Radio Stories Camp Director, with Kristen Downey, Thetford Academy teacher and camp participant, at the Vermont Public Stetson Studio. Photo credit: Samantha Davidson Green for JAM*

► PRIORITY 2

# CULTIVATE A THRIVING MEDIA ARTS COMMUNITY IN THE UPPER VALLEY.

## OBJECTIVES:

### Media Education

Cultivate media education and production opportunities, both formal and informal, through **courses, workshops, events, and exhibits** that build skills and relationships, including intergenerationally.

#### BY 2027:

- Expand media education camps, workshops, courses, contests, and pop-up events to reach 500 or more participants annually
- Curate 2-6 media arts installations exhibits annually (at minimum) free and open to the public to spotlight diverse local media artists, inspire creativity, and catalyze social connections with goal to attract a broad cross-section of Upper Valley attendees annually
- Expand the number and variety of JAM media education programs for all ages to meet the needs of the community

### Career Development

Support **career on-ramps** for prospective media artists, technicians and professionals.

#### BY 2027:

- Expand media production course offerings and internships through partnerships with accredited educational institutions; on-the-

job training experience; and job opportunities; develop long-term tracking of career opportunity impact and participant satisfaction with JAM media career programs

- Catalyze collaboration among Upper Valley media artists and technicians by providing networking, professional development, production and exhibition opportunities
- Create a membership-based JAM media professionals network for Upper Valley-affiliated media makers with networking events, information sharing, job opportunities, and promotional opportunities for career development

### Creative Alliances

Marshal the media arts community as storytellers for the Upper Valley in **alliance with non-profits, schools, and municipal entities** working for the betterment of the public to help amplify public service communications and foster networks of mutual support.

#### BY 2027:

- Grow JAM's producing staff and community producer pool to meet the increased need for public service multimedia storytelling
- Expand and improve JAM media workshop training opportunities
- Increase JAM community productions



Artwork (left): Cedar O'Dowd for the first ever JAMmy Awards. Photo (above): Jes Raymond performing at the Ed Eastridge's Star-Studded End of Life Variety Showcase Spectacular. Photo credit: Kate Barber for JAM.

► PRIORITY 3

# IMPROVE THE QUALITY OF LIFE & COMMUNITY IN THE UPPER VALLEY AND BEYOND BY IMPROVING THE QUALITY OF LOCALLY-GENERATED MEDIA.

## OBJECTIVES:

### Be Trusted for Quality

Raise the profile of JAM as the **sought-after source** for quality media production and instruction.

#### BY 2027:

- Increase name recognition and engagement of JAM's services
- Elevate the public's association of JAM with quality and expertise in media arts production, education and exhibits

// JAM is the City of Lebanon's partner to develop video presentations to tell the story of the City. The quality of the work is very high. The City is fortunate to have a partner like JAM. //

Shaun Mullholland, City Manager  
Lebanon, NH

### Raise Production Values

Increase the number and quality of **local productions** by both JAM staff and community creators across media platforms, including **podcasting and exhibits**.

#### BY 2027:

- Improve production values by advancing staff expertise in cinematography, sound engineering, editing, and producing through professional development and updated equipment
- Market JAM production services proactively to increase for-hire volume by 100% with improved evaluation methods for client satisfaction
- Grow audio production (podcasting, audiobooks, music recording) quality and quantity to meet community needs through dedicated Audio production staff and strategic distribution and marketing
- Cultivate regional and national relationships with media arts organizations, makers, and audiences to nurture continuous creative growth and relevance and cultural relevance

## Meaningful Experiences

Provide meaningful bridging experiences for more diverse and greater audiences in the Upper Valley with JAM-sourced content through JAM **channels, exhibits and events.**

**BY 2027:**

- ▶ Increase in-person participation in JAM film and media events, including White River Indie Film Festival
- ▶ Develop a Youth Media Advisory to guide youth programming for relevancy, visibility, and impact
- ▶ Develop partnerships with affinity groups to increase visibility and participation in JAM events among underrepresented and/or marginalized segments of our community, including BIPOC, LGBTQ+, seniors, veterans,



// “[JAM offers] a world of media options that give our residents transitioning from incarceration something that is rarely obtained: an outlet to tell their story in their words and to share that experience with a community that benefits from the gritty reality of life adversity. //

– Jeff Backus, Hartford Dismas House, and community podcast producer

and those experiencing homelessness, food or job insecurity

- ▶ Put JAM film and media events, including White River Indie Films annual festival, on the map as “destination” events recognized for quality
- ▶ Improve qualitative audience feedback methods to measure for increased meaning, value and impact from JAM-generated content and experiences

## Quality Curriculum

Elevate JAM **media education programs** across the lifespan to better stimulate the creativity of local community members, foster media literacy, and bring excluded voices into community discourse.

**BY 2027:**

- ▶ Develop a JAM Media and Digital Literacy curriculum rooted in JAM’s core values to undergird all JAM programs to elevate the quality and consistency of instruction, interface with school curricular standards, and harness the positive potential of media for the common good.





**JAM PRESENTS**

*Artwork (left): Cecily Anderson for Farm to Film Festival, presented by JAM in partnership with Vital Communities with support from King Arthur Baking Co. Photo (above): Poet Vievee Francis performing at A Night of Poetry and Black Music at JAM with support from the Better Places Program, VT Humanities, and Leslie Center for the Humanities at Dartmouth. Photo credit: Kate Barber for JAM.*

## METHODOLOGY

The CATV/JAM Board committed to a Strategic Planning process in fall 2022 upon completion of repositioning/rebranding from CATV (Community Access Television, Inc.), relocating to JAM's new space in

downtown White River Junction, VT, and voting to absorb WRIF (White River Indie Films, Inc.). Stakeholders met regularly from January to November, 2023 to formulate and finalize this plan, made possible in part through support from NH Charitable Foundation.



JAM Community Engagement Producer Jordyn Fitch, JAM 48-Hour Film Slam honoree Leo Myers, and JAM Executive Director Samantha Davidson Green. Photo credit: Kate Barber for JAM.



# STRENGTHS, WEAKNESSES, THREATS & OPPORTUNITIES

Analysis conducted with stakeholder group 1/12/2023

## Strengths:

- Guaranteed Revenue Source (Comcast)
- Education and Creative Energy
- Location: Newberry Building and WRJ
- Staff Professionalism
- Community Outreach
- Vision
- Energy and Enthusiasm
- Adaptability/Freedom to reinvent
- Network in the Region
- Resourcefulness
- Accessibility
- Adaptability
- Attuned to Community Needs

## Weaknesses:

- Limited \$\$/Staff
- Limited Outreach/Visibility
- Preconceived notions of community access
- Lack of awareness & community engagement
- Revenue generation
- Reliability
- Dependence on small staff of key professionals
- High producer turnover/ retention of staff
- Dependence on cable revenue (future of cable)
- Mismatch of scope (big vision) and capacity (limited resources)
- Changing Media and Funding landscape

## Threats:

- Ubiquitous nature of technology
- Inconsistent revenue streams: Comcast and reliance on town budgets
- Attention bandwidth of audiences
- Everyone's got a smart phone
- Staff turnover leading to a lack of deep institutional knowledge
- Changing Community demographics leading

- to a monolithic perspective communicated
- Loss of workspace
- Political/Moral change leading to restricted media freedoms
- Municipality changing mind on funding
- Loss of this space: renting vs owning
- Crowded media landscape
- De-localization

## Opportunities:

- Facilitate/Amplify community conversations about pressing issues the community is facing (town halls, etc.)
- Empower community members/organizations to share their stories/offering/contributions
- Develop a curriculum for teachers to instill media literacy into their classrooms
- Create a community-service program for high school students
- Current & Changing population/ demographics
  - resources of upper income
  - opportunity to serve/include new residents
- Media saturation-increasing willingness and need to use tech
  - current and new frontiers
- To be a model of ethical, quality community-building media and media literacy
- Growing/Demographic changes: aging population/ DEIB
- Access to high-speed internet is growing
- Opportunity for paid media work/interact with business community
- Partnerships with compatible organizations, higher ed, business, free lance
- Social Media conduit
- Fund raising from increased influx of wealth/migration/aging stable population

# STRATEGIC PLAN DEVELOPMENT STAKEHOLDER PARTICIPANTS

## JAM BOARD MEMBERS:

Tracy Hutchins, Chair  
Loretta (aka Peggy) Allen, Emeritus Chair (*retired August 2023*)  
Daniel Maxell-Crosby, Treasurer  
Sean McIntyre, Finance Committee  
Sam Kaas, Secretary  
Joe Major  
Craig Sterritt, WRIF Advisory Committee Chair  
Alex Torpey  
Tamara Waraschinski  
Jim Zien

## STAFF:

Samantha Davidson Green, Executive Director  
Chico Eastridge, Senior Producer & Technical Director  
Nick Arvizu, Digital Content Manager  
Jordyn Fitch, Community Engagement Producer  
George Spencer, Programming Director  
Cedar O'Dowd, JAM Coordinator and Media Educator  
Mike Cannon, Production Coordinator  
Rick Russell, Community Producer  
Raye Gilbert, Livestream Producer

## COMMUNITY MEMBERS:

Dave Celone, VT Law and Graduate School  
Jim Zien, Osher at Dartmouth Participant, former Aloha Foundation Ex. Director  
Jeff Backus, Development Director, Hartford Dismas House  
John (JD) Hawks, CATV Camp alum and WPTZ Channel 5 Producer  
Megan Coleman, Howe Library  
Erin Smith, Assistant Director, Upper Valley Music Center  
Todd Matte, Digital Media Arts Teacher, Lebanon, NH  
Tamara Waraschinski, Kimball Union Academy Leadership Gift Officer  
*Contributed interview feedback:*  
Ally Tufenkjian, Hartford Town Selectboard member  
Laura DiPiazza, Visual Artist  
Julius Turner, JAM Podcast community producer



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