



325 Soquel Avenue
Santa Cruz, CA 95062

BOARD OF DIRECTORS

Regular Meeting

June 22, 2026

5 p.m.

Hybrid In-Person/Zoom Online Meeting

****PLEASE NOTE****: The meeting will be held at the offices of Community Television of Santa Cruz County. Members of the public may attend in person or at <https://us06web.zoom.us/j/83279498065>

A G E N D A

1. Roll Call

Guy Lasnier (Chair), Maitreya Maziarz, Keith Gudger, Joe Hall, Nick Ibarra, Tom Manheim, Janis O'Driscoll, Chloé Woodmansee
[quorum is five]

2. Oral Communications

Any person may address the Board during its oral communications period. All Oral Communications must be directed to an item not listed on today's consent or regular agenda, and must be within the jurisdiction of the Board.

3. Consideration of late additions to the agenda; additions and deletions to consent and regular agendas.

CONSENT AGENDA

4. Approve meeting agenda*

5. Approve Board meeting minutes of April 27, 2026*

6. Accept April and May 2026 financial reports as recommended by the Finance Committee*

REGULAR AGENDA

7. Executive Director's report*

8. Discuss and approve Equipment Grant Program – revised equipment purchase request*

9. Review and approve final draft of 2026 Community Television of Santa Cruz County Strategic Plan*
10. Discuss and make recommendations for a restructuring of the CTV executive director's position*
11. Adjourn to closed executive session/personnel
12. Board member / staff requests for specific items to appear on next meeting agenda
13. Announcements
14. Adjournment

Any person may address the Board during its Public Comment period. Each presentation will be limited to two minutes and individuals may speak only once during Public Comment. A maximum of five minutes will be set aside for this period at this meeting. If the period runs beyond five minutes, the Board may, at its discretion, allow time at the end of the meeting for additional public comment. All comments must be directed to an item NOT listed on today's agenda and must be within the subject matter jurisdiction of the Board. Preference will be given to individuals who did not speak at the previous Board meeting. All speakers must address the entire Board and will not be permitted to engage in dialogue. Speakers are requested to sign the sheet designated for that purpose so that their names may accurately be reflected in the minutes of the meeting. Regular Agenda Items: Members of the public may speak on any item on the agenda. Each presentation will be limited to three minutes. The maximum time devoted to public input on any item will be determined by the Chair.

*** Material Included in Board Packet**



325 Soquel Avenue
Santa Cruz, CA 95062

EXECUTIVE COMMITTEE Regular Meeting

June 22, 2026
5 p.m.

A G E N D A

1. Roll Call

Guy Lasnier (Chair), Maitreya Maziarz, Keith Gudger, Joe Hall, Nick Ibarra, Tom Manheim, Janis O'Driscoll, Chloé Woodmansee [quorum is three]

ALL ITEMS AS SET FORTH ON THE AGENDA OF THE REGULAR MEETING OF THE BOARD OF DIRECTORS NOTICED CONCURRENTLY.

IF A QUORUM OF THE FULL BOARD IS NOT PRESENT AT THE REGULAR BOARD MEETING, THE MEETING WILL BE ADJOURNED TO THE EXECUTIVE COMMITTEE MEETING. IF A QUORUM OF THE EXECUTIVE COMMITTEE (3) IS PRESENT, THE EXECUTIVE COMMITTEE WILL MEET TO TAKE ACTION ON THE ITEMS IN THE AGENDA.

Any person may address the Board during its Public Comment period. Each presentation will be limited to two minutes and individuals may speak only once during Public Comment. A maximum of five minutes will be set aside for this period at this meeting. If the period runs beyond five minutes, the Board may, at its discretion, allow time at the end of the meeting for additional public comment. All comments must be directed to an item NOT listed on today's agenda and must be within the subject matter jurisdiction of the Board. Preference will be given to individuals who did not speak at the previous Board meeting. All speakers must address the entire Board and will not be permitted to engage in dialogue. Speakers are requested to sign the sheet designated for that purpose so that their names may accurately be reflected in the minutes of the meeting. Regular Agenda Items: Members of the public may speak on any item on the agenda. Each presentation will be limited to three minutes. The maximum time devoted to public input on any item will be determined by the Chair.



325 Soquel Avenue
Santa Cruz, CA 95062

BOARD OF DIRECTORS
Regular Meeting
April 27, 2026
5:00 P.M.

MINUTES

1. Roll Call
Guy Lasnier (Chair), Maitreya Maziarz, Keith Gudger, Joe Hall, Nick Ibarra, Tom Manheim, Janis O'Driscoll, Chloé Woodmansee
[quorum is five]
Director O'Driscoll is absent
2. Oral Communications. Any person may address the Board during its oral communications period.
3. Consideration of late additions to the agenda, additions and deletions to the consent and regular agendas.
4. Approve meeting agenda*
5. Approve Board meeting minutes of March 23, 2026*
6. Accept March 2026 financial reports as recommended by the Finance Committee*

Motion Hall, Second Manheim. Approved unanimously.

REGULAR AGENDA

7. Accept the appointment and welcome to the board Chloé Woodmansee, representing the City of Capitola.

Chair Lasnier welcomed Director Woodmansee to the Board, noting her background and current role as Administrative Assistant to Capitola City Manager.

8. Executive Director's report*

ED Reed shared organizational updates, including submission of quarterly fiscal report to the County as well as budget getting back on track due to maturation of CDs.

ED Reed shared that Spanish/English caption system is experiencing challenges. Repair or replacement is in process.

ED Reed summarized the status of padcaster equipment and decision to be brought to board at future date to purchase them or lease to own over three years. Chair Lasnier expressed preference to lease to own, paying off over time.

Chair Lasnier noted because leasing is under the fiscal limit that requires board approval, ED Reed would not need to bring the lease agreement to the board.

Director Gudger asked about tricaster issues at the City of Santa Cruz and recommended updating software. Director Manheim suggested considering the future purchase of additional recording hardware.

9. Discuss and approve the operating and capital budgets for 2026-2027.*

ED Reed summarized the operating budget, which was based on prior year's budget.

Director Manheim highlighted the assumption that Spanish CC will increase due to new requirements.

ED Reed explained that marginally lower projected revenue streams for certain municipal governments reflect shorter meetings.

Director Maziarz asked about funds set aside for advertising.

ED Reed explained how 20% of salary for herself and several staff is reflected in the capital budget.

Director Hall commented that budget does not provide flexibility for increasing salary to executive director and that staff has shrunk over time.

Director Ibarra asked about other potential revenue streams not reflected on budget. ED Reed noted equipment leases, closed captioning and video description.

Director Manheim asked about the potential to discuss providing captioning services to the City of Watsonville.

Director Woodmansee noted the City of Capitola will have a lot of meetings in 2026-27.

Regarding the capital budget, Director Manheim asked about a decrease in projected lease costs. ED Reed explained change in lease terms are behind it.

ED Reed explained depreciating assets are included however not charged. ED

Reed explained other items including inclusion of property taxes, new in 2025-26.

Director Manheim asked about lower than anticipated increase to internet/telecommunications and whether it is an error. ED Reed said she would check into it.

Motion Maziarz, Second Hall. Approved unanimously.

10. Board member / staff requests for specific items to appear on next meeting agenda

11. Board chair report

Chair Lasnier discussed conversation with Sue Buske about board recruitment and leadership transition planning.

12. Announcements

13. Adjournment

Meeting adjourned at 6:03pm

Community Television of Santa Cruz County
 Operating Profit Loss Budget Performance
 April
 2026

	Approved Amended Budget 2025-26	March 2026	April 2026	April Year to Date	% of Annual Budget	Amount Remaining
4300 · OPERATING REVENUE						
4101 · County BOS Meetings	23,143.00	2,623.50	2,530.00	26,524.00	115%	(3,381.00)
4103 · City of Capitola Gov. Meetings	17,159.25	2,375.25	2,080.50	18,371.75	107%	(1,212.50)
4104 · SCMTD Meetings	3,511.50	393.00	458.50	4,177.75	119%	(666.25)
4106 · City of Santa Cruz Gov. Mtg.	20,255.62	1,680.00	2,200.00	16,920.00	84%	3,335.62
4108 · SCCRTC Meetings	5,419.87	712.75	491.25	5,463.25	101%	(43.38)
4109 · SCWD Meetings	6,259.50	390.00	390.00	4,485.00	72%	1,774.50
4110 · Memberships	0.00	0.00	0.00	75.00	0%	(75.00)
4120 · Facility & Equipment Use	112,688.13	9,252.70	15,540.56	108,486.58	96%	4,201.55
4121 - SLVWD Meetings	13,309.12	0.00	0.00	1,919.50	14%	11,389.62
4122 - PVUSD	20,668.00	1,622.00	1,433.25	13,469.25	65%	7,198.75
4130 · Classes	0.00	0.00	0.00	0.00	0%	0.00
4165 · Donations	0.00	0.00	0.00	0.00	0%	0.00
4180 · Interest Earned	10,549.02	616.30	613.93	6,965.51	66%	3,583.51
4185 · Misc. Income	50,241.48	20,884.21	5,498.71	44,213.22	88%	6,028.26
4190 · Gain/Loss on Sale of Assets	0.00	95.05	0.00	1,747.87	0%	(1,747.87)
4196 - Unrealized Gain/(Loss)	0.00	0.00	0.00	0.00	0%	0.00
4200 · Production Services	3,000.00	0.00	0.00	280.00	9%	2,720.00
4250 - Closed Captioning	24,920.75	2,400.00	2,062.50	24,187.50	97%	733.25
4260 - Equipment Lease	4,410.00	367.49	367.49	3,465.56	79%	944.44
Operating Reserves	36,231.02	0.00	0.00	0.00	0%	36,231.02
Total 4300 · OPERATING REVENUE	351,766.26	43,412.25	33,666.69	280,751.74	80%	71,014.52
TOTAL INCOME	351,766.26	43,412.25	33,666.69	280,751.74	80%	71,014.52
6000 · OPERATING EXPENSES						
6100 · Advertising	7,000.00	238.31	20.00	1,599.53	23%	5,400.47
6300 · Bank Charges	3,434.86	242.65	230.07	2,584.98	75%	849.88
6350 · Interest Expense	0.00	0.00	0.00	0.00	0%	0.00
6600 · Dues & Subscriptions	942.99	0.00	0.00	942.55	100%	0.44
7100 · Office Supplies	200.00	31.51	0.00	233.37	117%	(33.37)
7105 - Production Expenses	100.00	0.00	0.00	0.00	0%	100.00
7200 · Postage/Freight	549.00	0.00	104.29	743.17	135%	(194.17)
7205 · Printing	100.00	0.00	0.00	95.98	96%	4.02
7401 · Facility Supplies	3,818.08	405.24	245.81	3,125.45	82%	692.63
7640 · Licenses / Fees / Misc. Taxes	100.00	0.00	0.00	139.22	139%	(39.22)
7700 · Telephone/ Telecommunications/ Internet	3,990.99	502.05	502.05	4,774.32	120%	(783.33)
Total 6000 - Operating Expenses	20,235.92	1,419.76	1,102.22	14,238.57	70%	5,997.35
6800 · Contracted Services						
6900 · Contract Services-Audit Services	6,600.00	0.00	0.00	1,475.00	22%	5,125.00
7001 · Contract Services-Production Support	0.00	0.00	0.00	0.00	0%	0.00
7007 · Contract Services-CMAP	0.00	0.00	0.00	0.00	0%	0.00
7010 · Contract Services-Consulting	4,460.00	238.00	288.00	5,659.00	127%	(1,199.00)
7110 · Contract Services-Legal	4,500.00	0.00	0.00	722.50	16%	3,777.50
7910 - Contract Services-Equipment Technicians	1,000.00	0.00	0.00	0.00	0%	1,000.00
7920 · Contract Services-Captioning	9,013.32	1,368.66	127.76	9,201.43	102%	(188.11)
Total 6800 · Contracted Services	25,573.32	1,606.66	415.76	17,057.93	67%	8,515.39

Community Television of Santa Cruz County
 Operating Profit Loss Budget Performance

April
 2026

	Approved Amended Budget 2025-26	March 2026	April 2026	April Year to Date	% of Annual Budget	Amount Remaining
7000 · Staff Development & Fundraising						
7405 · Training/ conferences	500.00	0.00	0.00	279.00	56%	221.00
7800 · Travel/ Meals	500.00	0.00	0.00	425.81	85%	74.19
8600 · Special Events Expense	500.00	0.00	0.00	0.00	0%	500.00
Total 7000 · Staff Development & Fundraising	1,500.00	0.00	0.00	704.81	47%	795.19
7500 · Operating Salaries & Benefits						
7525 · Salaries - Executive Director	94,524.00	7,573.94	7,573.94	75,739.40	80%	18,784.60
7530 · Salaries - Coworking Community Coordinator	33,895.00	3,317.53	3,280.00	29,171.36	86%	4,723.64
7535 · Salaries - Accountant	11,932.00	1,024.92	1,130.08	9,195.44	77%	2,736.56
7542 · Salaries - Media Services Coordinator	64,106.00	6,618.82	5,785.47	51,830.86	81%	12,275.14
7585 · Salaries - Government Technicians	20,800.00	1,964.99	2,098.85	17,010.57	82%	3,789.43
7589 · Salaries - Extra Help Trainers, Technicians	583.02	352.02	426.35	4,200.39	720%	(3,617.37)
7589 · Salaries - Administration Support	17,000.00	0.00	0.00	0.00	0%	17,000.00
7621 · Payroll Taxes	30,543.00	2,072.00	2,026.29	19,034.90	62%	11,508.10
7635 · Workers Comp	2,596.00	246.58	246.58	2,656.80	102%	(60.80)
7630 · Health/Dental/Vision	23,478.00	1,806.97	1,806.97	17,934.63	76%	5,543.37
7632 · Severance/Vacation Payouts	5,000.00	0.00	0.00	0.00	0%	5,000.00
Total 7500 · Operating Salaries & Benefits	304,457.02	24,977.77	24,374.53	226,774.35	74%	77,682.67
TOTAL EXPENSES	351,766.26	28,004.19	25,892.51	258,775.66	74%	92,990.60
NET INCOME/LOSS	0.00	15,408.06	7,774.18	21,976.08	7.8%	

Community Television of Santa Cruz County
 Capital Profit Loss Budget Performance
 April
 2026

	Approved Amended Budget 2025-26	March 2026	April 2026	April Year to Date	% of Annual Budget	Amount Remaining
4000 · CAPITAL REVENUE						
4100 · County PEG Fees	600,000.00	150,000.00	0.00	450,000.00	75%	150,000.00
TOTAL INCOME	600,000.00	150,000.00	0.00	450,000.00	75%	150,000.00
5000 · CAPITAL EXPENDITURES						
5100 · Facility						
7400 · Facility Lease	342,948.00	26,554.80	25,766.10	288,828.43	84%	54,119.57
6701 · Facility/Equip. Insurance	14,214.00	1,348.25	1,348.25	13,482.50	95%	731.50
7058 · Leasehold Improvements/Capital	10,000.00	0.00	0.00	3,096.53	31%	6,903.47
7300 · Facilities & Equipment Rental	1,000.00	0.00	0.00	0.00	0%	1,000.00
Total 5100 · Facility	368,162.00	27,903.05	27,114.35	305,407.46	83%	62,754.54
5200 · Equipment						
7215 · Copy Machine Lease	3,936.00	316.49	316.49	3,189.40	81%	746.60
7051 · Equipment Repair	1,000.00	0.00	0.00	0.00	0%	1,000.00
7056 · Equipment - Depreciated	114,577.00	0.00	0.00	42,847.46	37%	71,729.54
7057 · Equipment - Non Depreciated	23,533.00	1,665.94	1,007.42	6,380.37	27%	17,152.63
7060 · Equipment Grant Program	0.00	0.00	0.00	0.00	0%	0.00
7061 · Equipment Leases	0.00	0.00	0.00	0.00	0%	0.00
7062 · Software as a Service	15,000.00	2,769.70	2,844.59	26,330.69	176%	(11,330.69)
7640 · Licenses/Fees/Misc. Taxes	0.00	0.00	250.68	14,068.00	0%	(14,068.00)
7700 · Telephone/Telecommunications/Internet	24,000.00	2,161.95	2,161.95	21,180.90	88%	2,819.10
Total 5200 · Equipment	182,046.00	6,914.08	6,581.13	113,996.82	63%	68,049.18
Capital Maintenance & Repair						
7063 · Building Maintenance	7834.00	829.38	820.00	7,292.83	93%	541.17
7064 · Equipment Maintenance	16026.00	1654.70	1446.37	12,957.70	81%	3,068.30
7065 · Equipment Repair	25932.00	2149.71	2176.02	21,233.68	82%	4,698.32
Total Capital Maintenance & Repair	49792.00	4633.79	4442.39	41,484.21	83%	8,307.79
5300 · Media Licensing						
7059 · Music Library	0.00	0.00	0.00	0.00	0%	0.00
Total 5300 · Media Licensing	0.00	0.00	0.00	0.00	0%	0.00
Total 5000 · CAPITAL EXPENDITURES	600,000.00	39,450.92	38,137.87	460,888.49	77%	139,111.51
	0.00	110,549.08	(38,137.87)	(10,888.49)		

Community Television of Santa Cruz County

Statement of Financial Position

As of Apr 30, 2026

	Total
Assets	
Current Assets	
Bank Accounts	
1021 Petty Cash Fund	212.27
1070 Bank of America	185,607.01
1075 Checking - Santa Cruz County Bank	0.00
1080 Savings - Santa Cruz County Bank	0.00
1081 CDAR 1025929272	0.00
1082 CDAR 1025929809	0.00
1083 ICS Santa Cruz County Bank	275,469.03
1084 CDAR 1026064054	0.00
1085 CDAR 1026064062	0.00
1086 Schwab	1,510,008.49
PayPal Bank	0.00
Total for Bank Accounts	\$1,971,296.80
Accounts Receivable	
1114 Temp A/R	0.00
1115 Accounts Receivable	43,912.57
1116 Grants Receivable	0.00
Total for Accounts Receivable	\$43,912.57
Other Current Assets	
1117 A/R - Temp. Restricted	0.00
1125 County Reserve Acct. Restricted	0.00
1200 Prepaid Insurance	
1201 Health	0.00
1202 Accident	50.00
1203 Crime Coverage	0.00
1206 Workers Comp Deposit	677.20
1209 Liability / D&O (SLIP)	0.00
1210 Property Liability (SPIP)	2,751.64
Total for 1200 Prepaid Insurance	\$3,478.84
1260 Prepaid Expenses	58,814.27
1300 PFG Common Stock	4,931.00
1400 Undeposited Funds	0.00
QuickBooks Tax Holding Account	130.57
Repayment	
Health Insurance	0.00

Community Television of Santa Cruz County

Statement of Financial Position

As of Apr 30, 2026

	Total
Total for Repayment	\$0.00
Total for Other Current Assets	\$67,354.68
Total for Current Assets	\$2,082,564.05
Fixed Assets	
1600 Production Equipment	\$1,495,486.65
1700 Accum Depr-Production Equipment	-1,331,539.07
Total for 1600 Production Equipment	\$163,947.58
1602 Board of Supervisors Equipment	0.00
1620 Office Furniture/Equipment	\$129,226.83
1720 Accum Depr-Furniture/Equipment	-123,623.64
Total for 1620 Office Furniture/Equipment	\$5,603.19
1625 Leasehold Improvement	\$234,009.66
1725 Accum Depr-Leasehold Improv.	-183,629.41
Total for 1625 Leasehold Improvement	\$50,380.25
1670 Broadcasting Equipment	28,933.89
Total for Fixed Assets	\$248,864.91
Total for Assets	\$2,331,428.96
Liabilities and Equity	
Liabilities	
Current Liabilities	
Accounts Payable	
2100 Accounts Payable	26,089.84
Total for Accounts Payable	\$26,089.84
Credit Cards	
2120 American Express	696.85
Total for Credit Cards	\$696.85
Other Current Liabilities	
2110 Sales Tax Payable	-77.29
2111 Sales Tax (Manual entry)	0.00
2140 Accrued Vacation	12,659.13
2150 PPP Loan	0.00
24000 Payroll Liabilities	\$1,035.05
CA PIT / SDI	-13.86
CA SUI / ETT	-800.84
Federal Taxes (941/944)	-190.38

Community Television of Santa Cruz County

Statement of Financial Position

As of Apr 30, 2026

	Total
Total for 24000 Payroll Liabilities	\$29.97
Board of Equalization Payable	0.00
Direct Deposit Payable	0.00
Total for Other Current Liabilities	\$12,611.81
Total for Current Liabilities	\$39,398.50
Long-term Liabilities	
2400 Business Equipment Loan 33736	0.00
2410 EIDL Loan	0.00
Total for Long-term Liabilities	\$0.00
Total for Liabilities	\$39,398.50
Equity	
3000 Opening Bal Equity	0.00
3015 Net Assets-Temp Restricted	0.00
3905 Retained Earnings - Capital Reserves	1,689,619.77
3900 Retained Earnings	591,323.11
Net Revenue	11,087.58
Total for Equity	\$2,292,030.46
Total for Liabilities and Equity	\$2,331,428.96

Community Television of Santa Cruz County
 Operating Profit Loss Budget Performance
 May
 2026

	Approved Amended Budget 2025-26	April 2026	May 2026	May Year to Date	% of Annual Budget	Amount Remaining
4300 · OPERATING REVENUE						
4101 · County BOS Meetings	23,143.00	2,530.00	1,745.00	28,244.00	122%	(5,101.00)
4103 · City of Capitola Gov. Meetings	17,159.25	2,080.50	2,022.75	20,394.50	119%	(3,235.25)
4104 · SCMTD Meetings	3,511.50	458.50	393.00	4,570.75	130%	(1,059.25)
4106 · City of Santa Cruz Gov. Mtg.	20,255.62	2,200.00	2,040.00	18,960.00	94%	1,295.62
4108 · SCCRTC Meetings	5,419.87	491.25	655.00	6,118.25	113%	(698.38)
4109 · SCWD Meetings	6,259.50	390.00	351.00	4,836.00	77%	1,423.50
4110 · Memberships	0.00	0.00	0.00	75.00	0%	(75.00)
4120 · Facility & Equipment Use	112,688.13	15,540.56	11,677.20	120,163.78	107%	(7,475.65)
4121 - SLVWD Meetings	13,309.12	0.00	0.00	1,919.50	14%	11,389.62
4122 - PVUSD	20,668.00	1,433.25	3,240.00	16,709.25	81%	3,958.75
4130 · Classes	0.00	0.00	0.00	0.00	0%	0.00
4165 · Donations	0.00	0.00	0.00	0.00	0%	0.00
4180 · Interest Earned	10,549.02	613.93	2.78	6,968.29	66%	3,580.73
4185 · Misc. Income	50,241.48	5,498.71	300.23	44,513.45	89%	5,728.03
4190 · Gain/Loss on Sale of Assets	0.00	0.00	0.00	1,747.87	0%	(1,747.87)
4196 - Unrealized Gain/(Loss)	0.00	0.00	0.00	0.00	0%	0.00
4200 · Production Services	3,000.00	0.00	780.00	1,060.00	35%	1,940.00
4250 - Closed Captioning	24,920.75	2,062.50	1,950.00	26,137.50	105%	(1,216.75)
4260 - Equipment Lease	4,410.00	367.49	367.49	3,833.05	87%	576.95
Operating Reserves	36,231.02	0.00	0.00	0.00	0%	36,231.02
Total 4300 · OPERATING REVENUE	351,766.26	33,666.69	25,524.45	306,251.19	87%	45,515.07
TOTAL INCOME	351,766.26	33,666.69	25,524.45	306,251.19	87%	45,515.07
6000 · OPERATING EXPENSES						
6100 · Advertising	7,000.00	20.00	1,230.00	2,829.53	40%	4,170.47
6300 · Bank Charges	3,434.86	230.07	306.21	2,891.19	84%	543.67
6350 · Interest Expense	0.00	0.00	0.00	0.00	0%	0.00
6600 · Dues & Subscriptions	942.99	0.00	5.70	948.25	101%	(5.26)
7100 · Office Supplies	200.00	0.00	0.00	233.37	117%	(33.37)
7105 - Production Expenses	100.00	0.00	0.00	0.00	0%	100.00
7200 · Postage/Freight	549.00	104.29	0.00	743.17	135%	(194.17)
7205 · Printing	100.00	0.00	0.00	95.98	96%	4.02
7401 · Facility Supplies	3,818.08	245.81	55.00	3,180.45	83%	637.63
7640 · Licenses / Fees / Misc. Taxes	100.00	0.00	0.00	139.22	139%	(39.22)
7700 · Telephone/ Telecommunications/ Internet	3,990.99	502.05	452.05	5,226.37	131%	(1,235.38)
Total 6000 - Operating Expenses	20,235.92	1,102.22	2,048.96	16,287.53	80%	3,948.39
6800 · Contracted Services						
6900 · Contract Services-Audit Services	6,600.00	0.00	2,225.00	3,700.00	56%	2,900.00
7001 · Contract Services-Production Support	0.00	0.00	0.00	0.00	0%	0.00
7007 · Contract Services-CMAP	0.00	0.00	0.00	0.00	0%	0.00
7010 · Contract Services-Consulting	4,460.00	288.00	450.00	6,109.00	137%	(1,649.00)
7110 · Contract Services-Legal	4,500.00	0.00	0.00	722.50	16%	3,777.50
7910 - Contract Services-Equipment Technicians	1,000.00	0.00	0.00	0.00	0%	1,000.00
7920 · Contract Services-Captioning	9,013.32	127.76	1,648.16	10,849.59	120%	(1,836.27)
Total 6800 · Contracted Services	25,573.32	415.76	4,323.16	21,381.09	84%	4,192.23

Community Television of Santa Cruz County
 Operating Profit Loss Budget Performance
 May
 2026

	Approved Amended Budget 2025-26	April 2026	May 2026	May Year to Date	% of Annual Budget	Amount Remaining
7000 · Staff Development & Fundraising						
7405 · Training/ conferences	500.00	0.00	0.00	279.00	56%	221.00
7800 · Travel/ Meals	500.00	0.00	0.00	425.81	85%	74.19
8600 · Special Events Expense	500.00	0.00	0.00	0.00	0%	500.00
Total 7000 · Staff Development & Fundraising	1,500.00	0.00	0.00	704.81	47%	795.19
7500 · Operating Salaries & Benefits						
7525 · Salaries - Executive Director	94,524.00	7,573.94	7,573.94	83,313.34	88%	11,210.66
7530 · Salaries - Coworking Community Coordinator	33,895.00	3,280.00	3,183.09	32,354.45	95%	1,540.55
7535 · Salaries - Accountant	11,932.00	1,130.08	620.16	9,815.60	82%	2,116.40
7542 · Salaries - Media Services Coordinator	64,106.00	5,785.47	5,785.47	57,616.33	90%	6,489.67
7585 · Salaries - Government Technicians	20,800.00	2,098.85	2,718.60	19,729.17	95%	1,070.83
7589 · Salaries - Extra Help Trainers, Technicians	583.02	426.35	0.00	4,200.39	720%	(3,617.37)
7589 · Salaries - Administration Support	17,000.00	0.00	0.00	0.00	0%	17,000.00
7621 · Payroll Taxes	30,543.00	2,026.29	1,967.91	21,002.81	69%	9,540.19
7635 · Workers Comp	2,596.00	246.58	246.58	2,903.38	112%	(307.38)
7630 · Health/Dental/Vision	23,478.00	1,806.97	1,951.09	19,885.72	85%	3,592.28
7632 · Severance/Vacation Payouts	5,000.00	0.00	0.00	0.00	0%	5,000.00
Total 7500 · Operating Salaries & Benefits	304,457.02	24,374.53	24,046.84	250,821.19	82%	53,635.83
TOTAL EXPENSES	351,766.26	25,892.51	30,418.96	289,194.62	82%	62,571.64
NET INCOME/LOSS	0.00	7,774.18	(4,894.51)	17,056.57	5.6%	

Community Television of Santa Cruz County
 Capital Profit Loss Budget Performance
 May
 2026

	Approved Amended Budget 2025-26	April 2026	May 2026	May Year to Date	% of Annual Budget	Amount Remaining
4000 · CAPITAL REVENUE						
4100 · County PEG Fees	600,000.00	0.00	0.00	450,000.00	75%	150,000.00
TOTAL INCOME	600,000.00	0.00	0.00	450,000.00	75%	150,000.00
5000 · CAPITAL EXPENDITURES						
5100 · Facility						
7400 · Facility Lease	342,948.00	25,766.10	26,541.43	315,369.86	92%	27,578.14
6701 · Facility/Equip. Insurance	14,214.00	1,348.25	1,348.25	14,830.75	104%	(616.75)
7058 · Leasehold Improvements/Capital	10,000.00	0.00	0.00	3,096.53	31%	6,903.47
7300 · Facilities & Equipment Rental	1,000.00	0.00	0.00	0.00	0%	1,000.00
Total 5100 · Facility	368,162.00	27,114.35	27,889.68	333,297.14	91%	34,864.86
5200 · Equipment						
7215 · Copy Machine Lease	3,936.00	316.49	316.49	3,505.89	89%	430.11
7051 · Equipment Repair	1,000.00	0.00	0.00	0.00	0%	1,000.00
7056 · Equipment - Depreciated	114,577.00	0.00	0.00	42,847.46	37%	71,729.54
7057 · Equipment - Non Depreciated	23,533.00	1,007.42	311.19	6,691.56	28%	16,841.44
7060 · Equipment Grant Program	0.00	0.00	0.00	0.00	0%	0.00
7061 · Equipment Leases	0.00	0.00	0.00	0.00	0%	0.00
7062 · Software as a Service	15,000.00	2,844.59	2,285.97	28,616.66	191%	(13,616.66)
7640 · Licenses/Fees/Misc. Taxes	0.00	250.68	0.00	14,068.00	0%	(14,068.00)
7700 · Telephone/ Telecommunications/Internet	24,000.00	2,161.95	2,161.95	23,342.85	97%	657.15
Total 5200 · Equipment	182,046.00	6,581.13	5,075.60	119,072.42	65%	62,973.58
Capital Maintenance & Repair						
7063 · Building Maintenance	7834.00	820.00	795.77	8,088.60	103%	(254.60)
7064 · Equipment Maintenance	16026.00	1446.37	1446.37	14,404.07	90%	1,621.93
7065 · Equipment Repair	25932.00	2176.02	2048.52	23,282.20	90%	2,649.80
Total Capital Maintenance & Repair	49792.00	4442.39	4290.66	45,774.87	92%	4,017.13
5300 · Media Licensing						
7059 · Music Library	0.00	0.00	0.00	0.00	0%	0.00
Total 5300 · Media Licensing	0.00	0.00	0.00	0.00	0%	0.00
Total 5000 · CAPITAL EXPENDITURES	600,000.00	38,137.87	37,255.94	498,144.43	83%	101,855.57
	0.00	(38,137.87)	(37,255.94)	(48,144.43)		

Community Television of Santa Cruz County

Statement of Financial Position

As of May 31, 2026

	Total
Assets	
Current Assets	
Bank Accounts	
1021 Petty Cash Fund	212.27
1070 Bank of America	137,611.39
1075 Checking - Santa Cruz County Bank	0.00
1080 Savings - Santa Cruz County Bank	0.00
1081 CDAR 1025929272	0.00
1082 CDAR 1025929809	0.00
1083 ICS Santa Cruz County Bank	0.00
1084 CDAR 1026064054	0.00
1085 CDAR 1026064062	0.00
1086 Schwab	1,785,780.50
PayPal Bank	0.00
Total for Bank Accounts	\$1,923,604.16
Accounts Receivable	
1114 Temp A/R	0.00
1115 Accounts Receivable	49,707.81
1116 Grants Receivable	0.00
Total for Accounts Receivable	\$49,707.81
Other Current Assets	
1117 A/R - Temp. Restricted	0.00
1125 County Reserve Acct. Restricted	0.00
1200 Prepaid Insurance	
1201 Health	0.00
1202 Accident	25.00
1203 Crime Coverage	0.00
1206 Workers Comp Deposit	430.62
1209 Liability / D&O (SLIP)	0.00
1210 Property Liability (SPIP)	1,428.39
Total for 1200 Prepaid Insurance	\$1,884.01
1260 Prepaid Expenses	59,719.27
1300 PFG Common Stock	4,931.00
1400 Undeposited Funds	0.00
QuickBooks Tax Holding Account	264.30
Repayment	
Health Insurance	0.00

Community Television of Santa Cruz County

Statement of Financial Position

As of May 31, 2026

	Total
Total for Repayment	\$0.00
Total for Other Current Assets	\$66,798.58
Total for Current Assets	\$2,040,110.55
Fixed Assets	
1600 Production Equipment	\$1,495,486.65
1700 Accum Depr-Production Equipment	-1,331,539.07
Total for 1600 Production Equipment	\$163,947.58
1602 Board of Supervisors Equipment	0.00
1620 Office Furniture/Equipment	\$129,226.83
1720 Accum Depr-Furniture/Equipment	-123,623.64
Total for 1620 Office Furniture/Equipment	\$5,603.19
1625 Leasehold Improvement	\$234,009.66
1725 Accum Depr-Leasehold Improv.	-183,629.41
Total for 1625 Leasehold Improvement	\$50,380.25
1670 Broadcasting Equipment	28,933.89
Total for Fixed Assets	\$248,864.91
Total for Assets	\$2,288,975.46
Liabilities and Equity	
Liabilities	
Current Liabilities	
Accounts Payable	
2100 Accounts Payable	26,457.47
Total for Accounts Payable	\$26,457.47
Credit Cards	
2120 American Express	-47.56
Total for Credit Cards	-\$47.56
Other Current Liabilities	
2110 Sales Tax Payable	-112.29
2111 Sales Tax (Manual entry)	0.00
2140 Accrued Vacation	12,659.13
2150 PPP Loan	0.00
24000 Payroll Liabilities	\$1,035.05
CA PIT / SDI	-13.86
CA SUI / ETT	-667.11
Federal Taxes (941/944)	-190.38

Community Television of Santa Cruz County

Statement of Financial Position

As of May 31, 2026

	Total
Total for 24000 Payroll Liabilities	\$163.70
Board of Equalization Payable	0.00
Direct Deposit Payable	0.00
Total for Other Current Liabilities	\$12,710.54
Total for Current Liabilities	\$39,120.45
Long-term Liabilities	
2400 Business Equipment Loan 33736	0.00
2410 EIDL Loan	0.00
Total for Long-term Liabilities	\$0.00
Total for Liabilities	\$39,120.45
Equity	
3000 Opening Bal Equity	0.00
3015 Net Assets-Temp Restricted	0.00
3905 Retained Earnings - Capital Reserves	1,689,619.77
3900 Retained Earnings	591,323.11
Net Revenue	-31,087.87
Total for Equity	\$2,249,855.01
Total for Liabilities and Equity	\$2,288,975.46

6/22/26

**Community Television of Santa Cruz County
Executive Director's Report to the Board**

Covering April and May 2026

1. Administration

- We submitted the FY26/27 budget to the Board of Supervisors where it was approved.
- We also completed the Annual Report to the Board.
- The county has approved our contract.
- We submitted our quarterly financial report to the county.
- We completed our business, property, cyber, media and D&O insurance applications.

Revenue

- The coworking center earned \$15,540 in April, (this number includes some overdue payments), and \$11,677 in May. Overall, we are 5.6% ahead of the Operating Budget

Paid Services

- *Government Meeting Services*
 - CTV covered 17 government meetings in April and 21 in May.

2. Facilities & Equipment

- *Inventory*

We are reconciling our in-house equipment inventory with our fixed asset list. Which means we verify that the things on the lists are in the building and that everything in the building is on the list. We are almost done.

Victor continues to work on the Spanish captions. He had a demo of the live application that showed that the system works. Now the team is working on how to integrate it into our post process.

The Santa Cruz fiber line that was causing issues has been fixed and is working flawlessly.

3. Staff

- *ED Transition*

- Much of my work this month has been focused on preparing for the Executive Director transition.
- All our insurance policies have been renewed. I'll be sending insurance certificates to the city and county in July.
- Finalizing next year's equipment grants
- Renewing current grants for the coming year
- Finalizing the Fixed Asset list
- Documenting the information and processes that have accumulated over the years and are important to keeping CTV running smoothly for the next E.D.



Community Television of Santa Cruz County

Strategic Plan

July 2026

Community Television Strategic Plan 2026

STRATEGIC PLAN OUTLINE

Mission: Community Television provides tools, training and programming to foster dialogue, civic engagement and self-expression through television, the internet and other digital media.

Vision: Empower our community to thrive in a digital world.

Our North Star

Community Television of Santa Cruz County (CTV) will serve as Santa Cruz County’s civic media hub: a place where residents, youth, nonprofits, and local agencies can access the tools, training, and distribution needed to inform the public and strengthen local civic life through modern digital media.

Our Public Access, Education and Government (PEG) channels remain essential to this mission. They are a trusted platform for public access, education, and government transparency, and they anchor our responsibility to ensure broad community access. At the same time, the future of local civic media is digital-first. People increasingly discover, share, and engage with content through streaming and social platforms, on demand, and in short-form formats that meet the public where they are.

CTV’s strategy is to connect these realities: maintain a reliable PEG backbone while modernizing the ways community voices are created, supported, and distributed. We will prioritize accessible production pathways, community-centered training, and partnerships that expand participation, especially among residents who have historically had fewer opportunities to build digital skills or access production resources.

We will measure success by community participation and reach: more people creating and sharing content, more youth gaining practical skills and pathways, more civic programming reaching viewers on the platforms they use, and stronger local engagement through accurate, accessible information.

Strategic Priorities

1) Modernize civic and community media for a digital-first public

Goal

Modernize how civic and community information is created and reached so residents can follow local civic life in accessible, timely, and engaging ways, with PEG channels as the trusted backbone for access and transparency.

Community Television Strategic Plan 2026

Key Actions

- Focus on a digital-first distribution approach that complements cable and makes civic content easier to access across today’s platforms.
- Use modern storytelling formats and tools to help residents quickly understand what happened, why it matters, and how to stay engaged.
- Strengthen discoverability and accessibility through better organization, search, captions, and clear pathways that guide people from quick updates to full context.

Measures of Success

- Increased reach and engagement with civic and community programming across platforms.
- More residents using CTV content to stay informed and participate (measured through viewing patterns, referrals, and audience feedback).
- High reliability for civic coverage and channel operations, with faster and more consistent access to on-demand content.

2) Expand community access and digital equity for broader participation

Goal

Lower barriers to participation by connecting tools, training, and partnerships into clear pathways that broaden who gets to create and share.

Key Actions

- Align equipment access, training, and partnerships into a “learn-create-share” pathway.
- Expand youth skill-building through structured programs, mentorship, and grant-supported creation.
- Support nonprofits and community groups with practical production capacity.

Measures of Success

- Community members completing trainings and using CTV resources to create content.
- Increased youth participation and content creation through supported pathways.
- Growth in the number and diversity of community producers and programs distributed.

3) Stabilize operating capacity for long-term resilience

Goal

Strengthen CTV’s operating model so staff capacity and revenue are stable enough to deliver the mission consistently.

Community Television Strategic Plan 2026

Key Actions

- Grow diversified earned revenue aligned to CTV’s public purpose.
- Improve internal systems and workflows to reduce bottlenecks and administrative load.
- Maintain disciplined reserves and proactive planning for technology and revenue shifts.

Measures of Success

- Improved predictability of operating revenue alongside continued reserve strength.
 - Fewer bottlenecks and fewer tasks that rely on a single person to complete.
 - More staff time available for mission work and community support.
-

Background

Eleven years ago Community Television of Santa Cruz County (CTV) launched a foundational reorganization and pivot in its business model. Today it continues to operate under a contract with the County and City of Santa Cruz that requires CTV to program and operate three cable television channels – one each for Public, Education, and Government (PEG) access –that are cablecast on two local cable systems. In addition, CTV programming streams on communitytv.org. Under this contract, CTV receives \$600,000 annually. However, all funds provided by the County/City are restricted to capital expenditures. None of the \$600,000 dollars can be used to fund the operations side of CTV.

In its 2015 reorganization, Community Television entered a partnership with Satellite Telework Centers, to create the *Satellite Coworking Space and Digital Media Center* within CTV’s facility. Under this partnership, some of the space within CTV’s facility is a fully functioning studio for television programming; other portions are used for coworking space by commercial customers who pay for desks, offices, and services such as mailboxes. This generates revenue, some of which accrues to the benefit of CTV and can be used to cover CTV’s operating expenses such as labor. However, revenue has never been enough to allow CTV to grow its operations.

In April 2026, CTV separated from Satellite and rebranded its coworking arm as *Santa Cruz Coworking & Digital Media Center*.

CTV boasts a lean budget and solid balance sheet but finds itself in a challenging position as it looks ahead two to three years. Continued revenue from cable company franchise fees collected by the City and County of Santa Cruz and passed through to CTV is not guaranteed.

Significant changes in the technology landscape has and will continue to affect CTV’s bifurcated business model. The public’s television viewing habits are changing with more cable cutting and

Community Television Strategic Plan 2026

more attention focused on internet-based options such as YouTube and TikTok. Also, it is not clear if the growth and popularity of coworking centers over the past 15 years will continue.

This Strategic Plan is intended to provide a plan for the continued operation and development of Community Television of Santa Cruz County into the future.

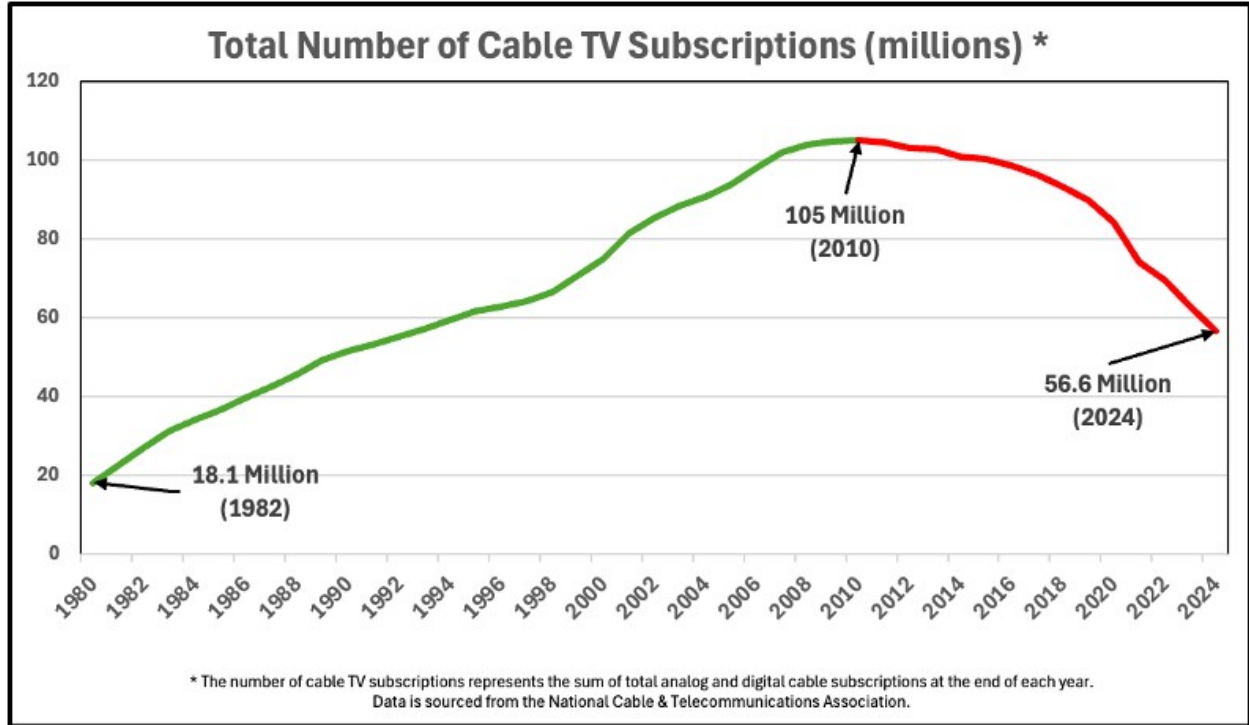
I. Strengthening the Organization

A. CTV Capital Funding

CTV capital budget revenues derive entirely from PEG fees received by the City of Santa Cruz and Santa Cruz County from the two local cable providers – Comcast and Charter. Specifically, the companies pay a PEG fee – a percentage of gross revenue received for providing cable or video services within the City and County jurisdictions. Importantly, revenue generated by providing digital services is *not* included in the gross revenue calculation. While this funding source has historically proved to be a dependable revenue stream sufficient to meet CTV’s capital needs, it is a revenue source that is declining and will likely continue to do so in the future. Viewing habits have changed profoundly over the past 10 years. More customers are “cutting the cord” as they discover the convenience of streaming television. As the chart below shows, the number of U.S. cable subscribers is now roughly half what it was in 2010 and most experts predict a continued decline.

Figure 1

Community Television Strategic Plan 2026



While the number of subscribers has shown a precipitous decline, the decline in revenues has been slower as the cable companies continue to raise rates. Nevertheless, the decline in revenues for both the City and County is apparent and concerning, as demonstrated by Figures 2 & 3 on the next page.

Figure 2

Community Television Strategic Plan 2026

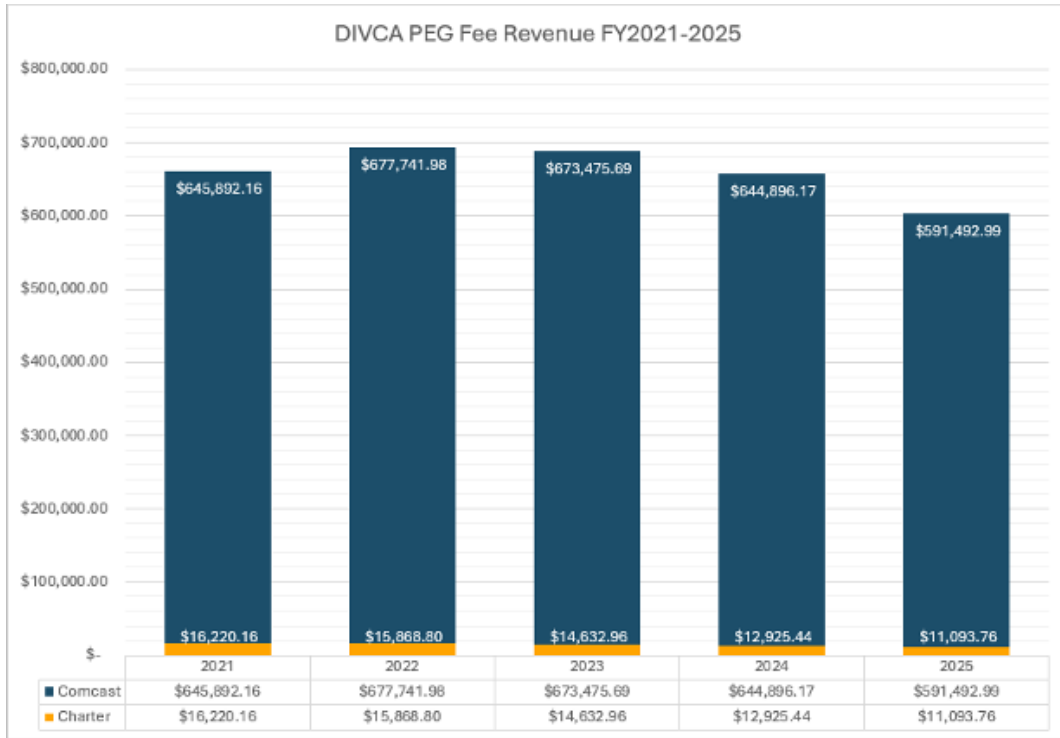
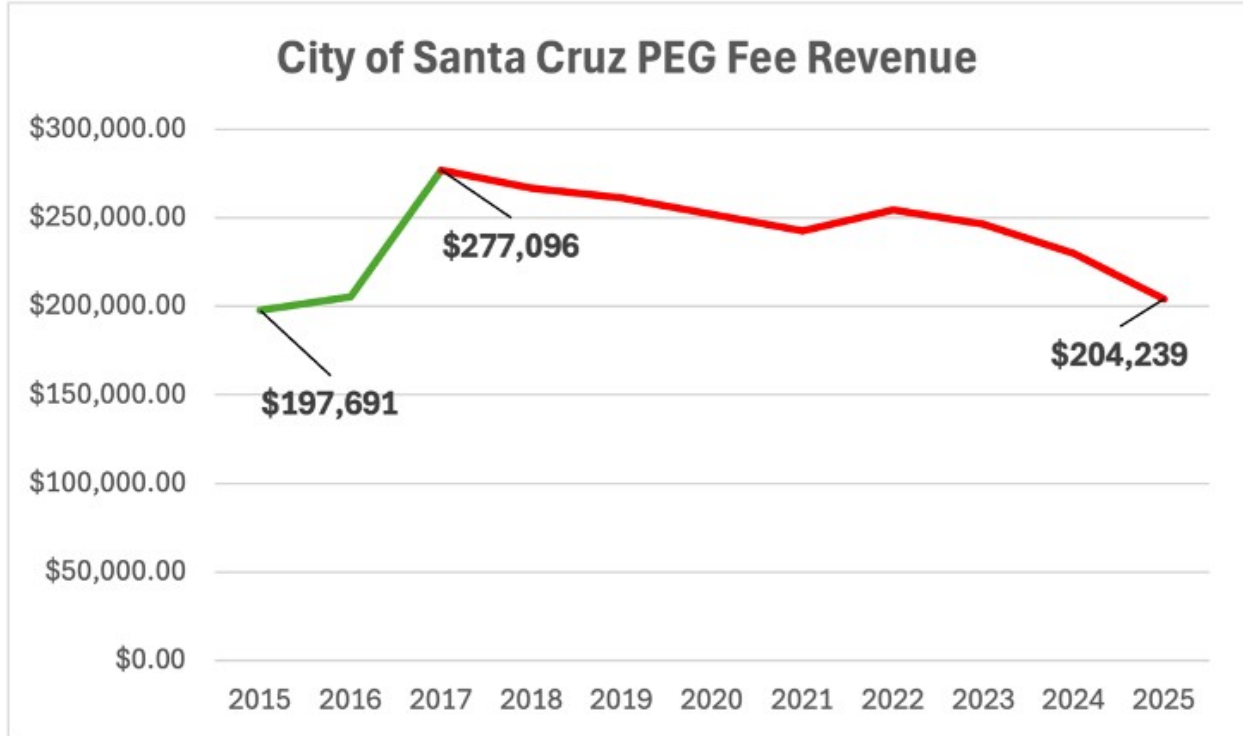


Figure 3

Community Television Strategic Plan 2026



The trend lines for cable subscriber numbers and PEG Fee revenue reflect an existential threat to CTV’s future capital budget. To address this threat, CTV should:

- 1) Partner with the City and County of Santa Cruz to ensure engagement on any legislative efforts to:
 - a. modify existing requirements for PEG fee payments from cable providers.
 - b. extend requirements for PEG fee payments to include gross revenues from all content provided through the use of public rights-of-way.
- 2) Partner with the City and County of Santa Cruz to initiate a “rainy day reserve” from the PEG fees received from the local cable providers.

B. CTV must expand unrestricted income

CTV faces significant budgetary challenges in terms of operating expenses. Current operating income is budgeted at about \$315,000 annually from cable casting government meetings, closed captioning, and coworking. Coworking revenue is budgeted about \$112,000 annually. The only way for the organization to grow its operations and be able to offer additional services and classes is by increasing unrestricted income. Since government meetings are a finite source of income with no guarantee of growth let alone maintaining the current level, growth of coworking is imperative.

Community Television Strategic Plan 2026

Community Television has ended its sublease with *Satellite Coworking* and now holds the master lease on its studio facilities. CTV has separated from *Satellite* and, as of April 2026, operates its coworking business with new branding and underlying technological operations.

Next, it needs a marketing plan to attract clients for its coworking center. One target market that has been identified is non-profit organizations in Santa Cruz County. CTV could become a hub for non-profits that need office and meeting space with the added benefits of technological and digital media support. An effort is underway to identify and reach out to potential non-profit clients.

C. Succession plan and support for key employees

- i. CTV's small but mighty staff is critical to its continued successful operations. CTV must develop a plan to recruit and hire a successor to the executive director who has announced her intention to retire. If finances allow, CTV could attract and engage an assistant director who could learn the business in advance.
- ii. The successful staffing of the media services coordinator and coworking community coordinator positions is also critical to the success of the operation. CTV must ensure that these positions are supported with an assistant and backup candidates if possible.
- iii. Further, again if finances allow, the hiring of a dedicated trainer/teacher would help CTV offer classes and prepare a staffer for additional responsibilities.

II. CTV Fosters Community Support and Engages Community Organizations

- A. CTV's contract with the City and County has been renewed, on a year-by-year basis. It cannot be assumed that the contract will be renewed absent: 1) A record of financial stability; 2) Successful completion of all contractual obligations; and, 3) Both political and community support. By fostering support and engaging with community organizations, CTV can maintain and strengthen its standing as a well-regarded entity worthy of support in Santa Cruz County.
- B. Development and growth of relationships with the following types of community organizations are critical to the future of CTV.
 - i. Nonprofits - CTV provides local non-profits with opportunities to create videos highlighting their work and the services they offer. This helps non-profits reach those who may benefit from their services, along with potential non-profit volunteers and charitable supporters.
 - ii. Educational Institutions - CTV has two Board seats reserved for

Community Television Strategic Plan 2026

education, one for K-12 and one for post-secondary. CTV has an equipment grant program for local nonprofit youth organizations.

iii. Higher Education — CTV can partner with UC Santa Cruz and Cabrillo College to help distribute video content produced by the institutions on CTV's cable and online channels. In addition, CTV's equipment and facilities can be made available to facilitate video appearances by university experts in interviews on regional and national news organizations.

iv. Government Institutions - CTV cable and online channels provide meeting coverage for the City and County of Santa Cruz, as well as the City of Capitola and PVUSD. In addition, CTV provides coverage of several special districts within the County. All of this coverage helps keep the residents and businesses within Santa Cruz County informed about community issues and is at the core of CTV's mission.

B. Increasing Outreach to Government Liaison

Throughout California and the country, the cable industry has a strong lobbying presence, and the reduction and/or elimination of PEG funding is a constant target of many of these lobbying efforts. The elimination or reduction of PEG fees paid by the cable industry is a threat to CTV's existence as this money could not easily be replaced by other sources within our community.

CTV has only limited ability to influence legislative and/or FCC rule-making efforts that threaten PEG funding. The Alliance for Community Media, an association of PEG access organizations across the country, works to protect PEG funding, and CTV is a member of the Alliance. However, public agencies such as the City and County of Santa Cruz have significantly greater influence on legislative and rule-making efforts. It is critical that CTV works closely with its City and County liaisons to educate them about CTV and its positive impact on the community and to oppose efforts by the Cable Industry at the State and Federal level to reduce or eliminate PEG fees.

CTV must maintain and strengthen relationships with newly appointed county and city executives and elected representatives to ensure the organization continues to be top-of-mind.

C. Seeking Automation Opportunities

CTV must identify opportunities to automate more tasks so that its limited pool of staff and volunteers can do more. The organization has successfully reduced staff requirements for content intake and volunteer management. Content now only comes into the system through the internet - no physical media is exchanged. Possible further reductions could occur in scheduling. Other services, such as the community calendar, potentially could be further automated. The following two sections reflect areas where

Community Television Strategic Plan 2026

additional automation efforts could further strengthen the organization.

- i. Public access productions still require from 4-8 volunteers per program. Automation of camera, graphics and audio operations could reduce this and simplify production staffing requirements. Moving some of the current training to online video could also increase volunteer capabilities with little additional volunteer time.

III. Operation of Channels, and More

A. CTV Provides Three Distinct Channels

CTV's mission includes "programming to foster dialogue, civic engagement and self-expression." CTV's contract with the City and County of Santa Cruz requires that we maintain the three channels for the good of the County residents.

- i. All of CTV's equipment and facilities are funded by PEG fees and by Federal law, PEG fees can only be used to support PEG access.

- ii. CTV covers many government meetings on our Government channel, including the City and County of Santa Cruz. This enables anyone with cable access or a computer to watch their government meetings live (and rebroadcast and on demand).

- iii. CTV's Educational channel broadcasts many educational programs pulled from multiple sources, including curated programs.

- iv. Public access channel broadcasts content uploaded by County of Santa Cruz residents. CTV's policy is to broadcast any uploaded video at least once. Most content airs many times. Our strategy is to continue broadcasting this content on our cable channels and look for additional options to stream them as technology develops.

B. CTV Uses and Provides Access to State-of-the-Art Equipment

The majority of CTV's funding (and 100% of the PEG fees CTV receives from the City and County) is restricted to "facilities and equipment." This means CTV has the dedicated funding and the responsibility to have state-of-the-art equipment so that all programming is of top technical quality. CTV's strategy is to stay up to date on technology trends related to video and audio broadcasting and acquire the most appropriate equipment its budget will allow. Due to the fast-pace of technology and the lack of qualified maintenance staff, CTV should replace rather than repair equipment, thus staying abreast of technological developments.

Community Television Strategic Plan 2026

C. Provide Quality and Informative Programming

Ensuring quality production entails meeting technical standards and production standards while creating quality content. The importance of technical standards is highlighted in the prior section addressing state-of-the-art equipment. All equipment must be kept in top working condition as dictated by applicable technical standards and, as noted, this has proven difficult to do with volunteers.

Production standards require uniform, standard operating procedures for capture and broadcast of Government meetings and training for Access producers.

Current funding constraints have resulted in CTV missing many opportunities for quality programming that would be of interest to the community. As funding becomes available (due to increased unrestricted income as discussed in this plan) CTV should cover, as appropriate and as funding allows, community and electoral forums, civic events, high schools sports programs, and other programming of interest to the community. Possible ideas discussed by the committee included issue and candidate debates hosted by non-partisan organizations, as well as candidate statements.

Most current arts and culture coverage at CTV is through public access producers. Programs like CTVs Elected and Non-Profit Spotlights should be expanded to cover arts and culture. The same imperative applies to health and well-being programming.

D. Facilitate content creation by community

Public access programming currently includes many hours of material produced off site with privately owned equipment. As one of the three legs of the PEG stool, public access programming is a challenging but important part of our mission. The current cooperative model where skills are taught by co-op members is not increasing the amount of material produced on site or through CTVs equipment - in fact, it is declining.

As discussed above, there is a need to develop volunteer leaders. This is the first step in increasing locally produced content. As resources allow, CTV should identify and train potential content developers to make sure they have the resources necessary. One possible way to do this might be through intern programs that appeal to young producers. The problem for CTV with this idea is that interns need oversight, which requires operating funding.

Community Television Strategic Plan 2026

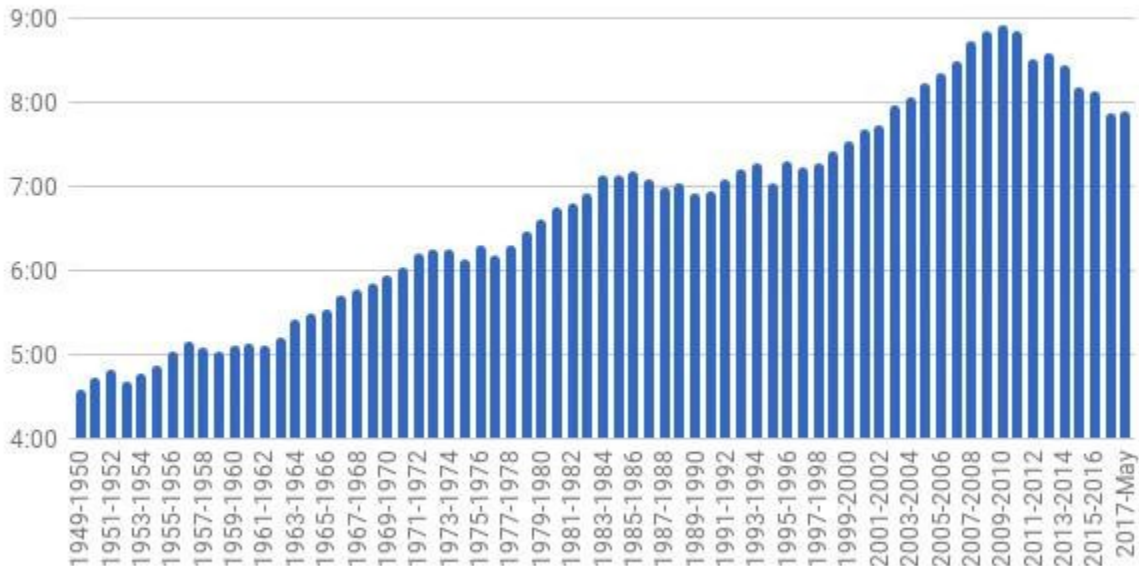
E. Provide training programs

CTV currently provides basic studio and field training for the community. This peer-to-peer training is designed to ensure that operators of CTV equipment understand its proper use and know how to keep it safely functioning. As CTV acquires ever more sophisticated equipment it will be necessary to provide professional training for the equipment. Unfortunately, CTV has attempted to provide professional training in the past, but has not been able to fill the classes. To do a better job of providing and filling training classes CTV must determine what type of training is needed and what type of training and outreach will draw enough participants.

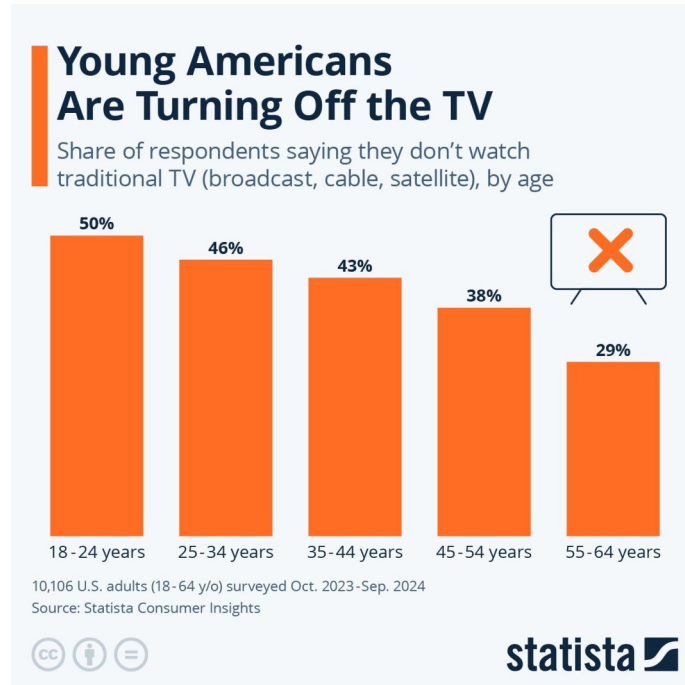
IV. Public Access Trends

Digital / user generated content consumption has passed up traditional TV usage, which is continuing to decrease. The trend is more pronounced the younger the age group.

Hours of TV American Households Watch Per Day



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- A. CTV studio usage has declined over the years by an order of magnitude from more than 100 hours a month to less than 10 hours currently. Uploads have also dropped to about 20 hours per month.
- B. Online streaming has replaced traditional TV scheduled viewing. Online viewing times are short - typically 2 to 4 minutes. For production, smart phone cameras have passed up traditional video equipment and field production predominates. Online applications have replaced many desktop programs, reducing the need for dedicated equipment. These trends suggest CTV needs to rethink public access.
- C. Digital / user generated content consumption has passed up traditional TV usage, which is continuing to decrease. The trend is more pronounced the younger the age group. While younger people consume more media than older generations, the increase is because of watching or listening to user generated content and the use of social media.
- D. Areas that still could use professional equipment are being replaced with online and AI tools. For example:.
 1. Sound. Microphones that connect to a smartphone are inexpensive and significantly improve the audio quality. Also, AI post production tools can fix many audio issues.
 2. Lighting. Ring lights provide excellent lighting for individuals and range in cost from \$15.

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3. Editing. Smart phone video editing tools range from the basic photo apps in the phone to apps like iMovie. AI-assisted editors like Descript and openreel promise to “Improve your storytelling with AI-powered video creation and effortless automation for a polished, professional finish.”

- C. Over the years, the primary shift has been from traditional scheduled broadcasting to on-demand streaming, now the dominant model, though scheduled video remains relevant for live events. This has a big effect on CTV as we only really have scheduled programming (except for Government meetings.) To keep CTV’s public access relevant, CTV could do the following:
 - i. Focus on smart phone production techniques by sponsoring classes including information on online tools.
 - ii. Find a way to support streaming for public access videos.
 - iii. Offer training for short form video, from production to promotion. CTC could sponsor a meetup of people interested in short videos. What topics garner the most interest? What are the best promotion tools? How to keep a viewer watching after that 1-minute sweet spot?

II. Building Technology Use and Technical Skills in the Community

CTV is perfectly situated to deliver tools and training opportunities to individuals and organizations, allowing hands-on experiences and skills development with modern, state of the art audio-visual digital tools. This is a rarity, a hands-on technology hub available to individuals, students, adults in our community providing an opportunity to learn about and use digital assets which skills can readily transfer to future education, arts and employment settings.

A. Get State of the Art Equipment Out into the Community

CTV will continue to meet its mission to build technology use and technical skills in the community by acquiring and maintaining, and making available, state of the art digital audio-visual production and distribution technology assets, training, learning and use opportunities. Because of its unique funding structure CTV will continue to acquire truly advanced digital media hard assets – cameras and editing equipment for example.

Simply acquiring such equipment is not meaningful without the ability to get that cutting-edge equipment into the hands of individuals and organizations in the community. In addition to in-house learning, training and use opportunities, CTV

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pushes state of the art equipment and associated use opportunities into the community through lease, rental and grant programs.

- i. **Equipment Lease Program:** CTV's equipment lease program puts television gear into the hands of local non-profits, empowering them to share their missions and inform the public by creating content that can be shared with the entire community via CTV channels. CTV buys the needed equipment at our discounted price and passes those savings to nonprofit organizations. CTV leases the equipment to the organizations for 60 payments equal to CTV's purchase price. There are no fees or interest. At the end of the lease, the organization may buy the equipment for \$1 or return it to CTV and/or request a new lease. The benefits to CTV are two-fold. The lease payments help to fund CTV's operating budget. And, the content produced by the non-profits provides relevant, informative and enriching programming for CTV's Public Access channel.
- ii. **Equipment & Facility Rental:** CTV also rents equipment to individuals, businesses and organizations for use in production of audio-visual programming both off-site and using the CTV studio facilities. Video equipment can be rented for use on location, and the studio facilities can be rented for production and post-production. CTV allows hourly, daily and weekly rental, allowing audio-visual production from concept to delivery. By requesting access to equipment, facilities, and playback, access producers agree that CTV may use portions of their programs for non-commercial, promotional purposes or for entering in community programming festivals. Public access programs are required to grant an attribution, noncommercial, non-derivative (BY-NC-ND) Creative Commons license to CTV. Any production that uses CTV facilities or equipment paid for with volunteer credits must be uploaded to CTV for broadcast.
- iii. **Youth Grant Program:** CTV gets cutting-edge digital technology assets into our community through its Youth Grant Program (YGP). YGP is an equipment grant program focused on nonprofit or public agency organizations that enhance academic achievement and prepare youth and young adults for employment or higher education with skills using digital media tools. This unique program delivers audio-visual tools directly to organizations serving Santa Cruz County youth and young adults. YGP equipment grants are for a period of three years. All equipment granted under this proposal remains the property of CTV and must be returned to CTV at the end of the grant period.

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The YGP grants provide various equipment bundles – editing kits, studio kits, sports maker kits. Grants are available to organizations that meet the following criteria: (1) demonstrate a clear mission and related education/training program; (2) demonstrate a need for the equipment; and, (3) have developed a curriculum that includes the following:

- utilizes the equipment
- teaches the techniques and language of visual story-telling and the communication of ideas
- teaches event documentation
- has clear and measurable objectives likely to produce results
- has staff with demonstrated video production skills
- has capacity to manage and utilize the equipment.

Finally, the grant project must result in the production of content for CTV.

B. Provide Training on State-of-the-Art Technology

Acquisition of state-of-the-art digital equipment requires training in order to meet the potential of that equipment.

- i. Internships: CTV can play a role in launching Santa Cruz’s next generation of content creators by partnering with local public education outlets on an internship program in which students learn to use state of the art production and distribution tools.
- ii. Classes: CTV can become the “go to” place to experiment with and learn to use leading edge content production tools. CTV’s classes can empower organizations, businesses and individuals to use the communication tool of choice - video - to educate, inspire and inform the community. Sufficient staffing as noted above remains an obstacle.
- iii. Partner and Engage with Community Organizations: CTV can build partnerships with many community organizations (some examples include the Digital Nest, the Boys & Girls Club, and the Library). Using this combined network CTV can expand its training capabilities and reach by leveraging joint skills, expertise, knowledge and facilities.

Big Picture

The role really operates across **two entities**:

- A nonprofit (CTV)
- A for-profit coworking center

Each has different rules, reporting requirements, and expectations. A big part of the job is understanding how those two pieces fit together—and making sure they both function well and support each other.

Finance & Administration

A significant portion of the role is financial oversight, including:

- Building and managing the annual budget
- Monthly financial and board reporting
- Monitoring bank accounts and approving expenditures
- Working with the bank
- Managing organizational investments, including monitoring performance and coordinating with advisors as needed

Because of the hybrid structure:

- We track nonprofit and for-profit activity separately
- Allocate staff time across both
- Split shared expenses (like the lease)
- Work with the accountant on a fairly complex tax return

Human Resources (we don't have dedicated HR support)

This is an area that's easy to overlook but really important:

- Making sure we're following employment laws (CA and federal)
- Hiring, onboarding, and (when needed) terminations
- Maintaining policies and the employee handbook
- Handling employee questions, concerns, and performance issues
- Making sure employees vs. contractors are classified correctly

- Keeping proper documentation

When needed, I bring in outside HR or legal help—but the responsibility sits here.

Insurance

Another behind-the-scenes but critical piece:

- Securing and managing all insurance:
 - Property, business, workers comp
 - Broadcaster and D&O
 - Health insurance
- Reviewing coverage annually
- Providing insurance certificates when required

Facilities & Lease

- Working with the landlord
- Managing building maintenance and repairs
- Overseeing our full-service lease and reviewing NNN adjustments

Operations

Direct oversight of:

- The coworking center
- TV operations and government meeting services

Plus staff leadership:

- Weekly staff meetings
- Ongoing supervision and support

Government & Community Relations

This is a big and ongoing part of the job:

- Working with County and City partners
- Regular interaction with:
 - Board of Supervisors
 - Information Services
 - City leadership

Also includes:

- Quarterly reports for the County Analyst
- Annual report to the Board of Supervisors

Regulatory & Compliance

- Working within DIVCA requirements
 - Keeping up with ADA/media accessibility standards
 - Letting partners know about new requirements
 - Developing solutions when needed
 - Flagging issues with delivery or equipment
-

Programs & Mission Work

A core part of the role is making sure we're fulfilling our mission:

- Helping the community learn to create media
- Running programs through partnerships (we don't have teaching staff)

Examples include:

- Podcast program
- Equipment grants to schools and nonprofits

Business Development & Revenue

Ongoing work to develop and adapt revenue streams, including:

- Captioning and accessibility services
- Coworking
- Equipment leasing

Also:

- Identifying new opportunities
- Adapting to changing conditions
 - (Example: Zoom services during the pandemic)

Marketing & Contracts

- Overseeing marketing efforts
- Creating and managing contracts and service agreements

Equipment & Technical Oversight

- Researching and purchasing equipment
- Managing inventory and decommissioning
- Staying generally familiar with our technical systems

Strategic Leadership

A big part of the role is balancing:

- Mission vs. revenue
- Nonprofit vs. business needs

Also:

- Ensuring compliance with Comcast funding requirements
- Keeping programs aligned with community needs
- Staying current with industry trends

Reporting

- Monthly:
 - Finance report
 - Board report
- Annual:

- County report

In Summary

The role is a combination of:

- Nonprofit executive leadership
- Business management
- Finance, **investment oversight**, HR, and compliance
- Government and community relations
- Program development
- Revenue generation

Executive Director

Community Television of Santa Cruz County

Position Summary

Community Television of Santa Cruz County (CTV) seeks an experienced, collaborative, and mission-driven Executive Director to lead a unique organization that operates both a nonprofit community media center and a for-profit coworking business.

About CTV

Community Television of Santa Cruz County is a nonprofit public access television station dedicated to providing access to media production tools and spaces and well as distribution on its TV channels. We support civic engagement, by televising our county's government meetings.

CTV also operates a coworking center that provides office, meeting, production, and collaboration space for businesses, nonprofits, and community members.

Team Leadership

The Executive Director leads a small team that includes the Media Services Manager, Coworking Center Manager, Accountant, and Video Technicians.

This role is both supervisory and collaborative. The Executive Director works alongside staff to support day-to-day operations, set priorities, solve problems, and advance the organization's mission and goals. The position also serves as the primary point of contact for many of the organization's external partners, including financial professionals, legal counsel, technology vendors, government agencies, community organizations, and facility service providers.

Success in this role requires strong communication skills, sound judgment, and the ability to build productive relationships both within the organization and throughout the community.

Essential Responsibilities

Leadership & Strategic Planning

- Provide overall leadership and direction for the organization.
- Work closely with the Board of Directors to establish strategic goals and organizational priorities.
- Prepare reports, recommendations, and supporting materials for board review.

- Foster positive relationships with community partners, government agencies, and stakeholders.

Financial Management

- Develop and manage annual budgets.
- Monitor organizational finances and cash flow.
- Meet monthly with finance committee
- Manage organizational investments and reserves.
- Approve expenditures and sign checks within board-authorized limits.
- Work closely with accountant on budgeting, reporting, tax preparation, and financial compliance.
- Monitor restricted and unrestricted revenue sources and ensure proper use of funds.

Compliance & Administration

- Ensure compliance with nonprofit and for-profit reporting requirements.
- Oversee preparation of federal and state tax filings.
- Manage insurance coverage, renewals, and risk management activities.
- Maintain records, and legal documentation.
- Administer contracts, leases, and vendor agreements.
- Ensure compliance with DIVCA.

Human Resources & Staff Management

- Supervise and support staff members.
- Recruit, hire, train, and evaluate employees.
- Manage employee compensation, benefits, and personnel policies.
- Foster a positive, collaborative workplace culture.
- Support professional development

Operations & Facilities

- Oversee daily operations of both the nonprofit and coworking businesses.
- Identify facility maintenance and improvement needs and coordinate staff, vendors, and service providers to ensure completion of repairs and projects.
- Coordinate relationship the landlords and contractors
- Oversee technology infrastructure and operational systems.
- Ensure efficient operation of coworking facilities, media production spaces, and public-facing services.

Community Media & Program Oversight

- Oversee delivery of community media services and public meeting coverage.
- Oversee contracts and partnerships with local government agencies and community organizations.

- Monitor program effectiveness and service quality.
- Support development of new programs, services, and revenue opportunities.

Desired Qualifications

- Leadership experience in nonprofit, business, media, public service, or related fields.
- financial management and budgeting experience.
- Experience supervising staff and managing organizational operations.
- Ability to work effectively with boards, government agencies, community partners, and the public.
- Demonstrated ability to manage multiple priorities and projects simultaneously.
- Experience with nonprofit governance and compliance preferred.
- Experience with business management for nonprofit and for-profit organizations

Reports To

Board of Directors

Supervises

Accountant, Coworking Manager, Media Services Manager