



**CMAC**  
is...

The Community Media Access Collaborative (CMAC) is a volunteer nonprofit organization dedicated to optimizing the potential of community, government and education channels & programming in Fresno County (*that were recently made available through state legislation*) for the benefit of all our county residents.

Get Your Fair Share of Community Access →

**Business Plan**

**Community Media Access Collaborative**

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# Community Media Access Collaborative Board of Directors

*Adopted August 28, 2008 by:*

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## II. Executive Summary

### OVERVIEW

As part of a broad, collaborative effort which began in 2001, the Community Media Access Collaborative (CMAC), a 501c3 non-profit organization, has been working to secure and activate Public, Education and Government (PEG) Access channels and production resources on behalf of the communities of Fresno and Clovis.

In today's corporate media environment, truly local television programming is a rarity. Most content is produced outside of our viewing area and/or targeted to a regional or national audience. PEG Access programming, however, is almost always produced within the local community itself, and with local viewers specifically in mind. PEG Access represents a democratization of local television, much as the internet has led to a democratization of media on a global scale.

CMAC has been a leading proponent of a "regional" Community Media approach to the management of PEG Access resources within the Fresno and Clovis communities. CMAC facilities will include video production studios, editing suites, portable equipment for loan, video playback capacity, training space and business offices. CMAC will facilitate the production of locally-based content by individual community members, non-profit organizations, churches, business groups, educational entities and governmental agencies and coordinate the broadcast of programming on all designated PEG Access channels.

CMAC's objective is to maximize local access to media production capacity by sharing resources among many users within our community. The key benefit of our regional model is efficiency and effectiveness of shared resources, as compared to singular entities trying to equip and run their own operations. By researching the best practices of other cities, we believe our model will provide optimal access and use while maximizing each dollar invested. The CMAC model also provides significant benefits to all participating organizations and agencies through cost-

effective access to trained staff, interns and qualified volunteers to support a variety of production activities.

CMAC's approach includes the option for creating "satellite" production facilities as the need arises - much as access to a central library is enhanced through branch locations. As an example, CMAC has initiated discussions with the City of Fresno Parks and Recreation Department, the Center for Advanced Research and Technology (CART) and other groups to identify potential satellite facilities to help ensure broad geographic and demographic access to PEG resources as rapidly as possible.

Funds for Community Media equipment, facility and maintenance will be derived from approximately \$600,000 per year in state-enabled, locally-authorized PEG Support Fees paid by Comcast and future video providers (1% of gross revenues) under Cable Franchise Agreements with the City of Fresno and City of Clovis. However, use of these specific funds is restricted to capital expenditures. As a result, CMAC is identifying additional revenue sources to support Community Media facility staffing and day to day operations.

PEG Access was established by the Federal Communications Commission in 1972 and, since then, hundreds of communities have established PEG facilities and activated PEG channels. In addition to capital grants negotiated as part of cable franchise agreements, many cities dedicated a portion of the local 5% franchise fee paid to them by cable operators to support PEG operations (this fee totals approximately \$3.2 million in annual payments to the cities of Fresno and Clovis and the County of Fresno). In the absence of PEG Access locally, however, franchise fees have historically flowed entirely into each city's General Fund. As a result, given the budget challenges facing local governments in our area today, franchise fees are not a proposed source of PEG operational funding support.

Instead, CMAC intends to leverage the available PEG Capital revenue stream to secure operational support and funding through other sources. CMAC is actively exploring a variety of approaches including in-kind partnerships with public and

educational agencies, production service agreements, user fees, grants, memberships and community-based fundraising activities.

Through a combination of franchise-based PEG support fees, strategic partnerships, membership support and earned income, CMAC intends to create a sustainable PEG Access environment for our community.

## III. General Description

### MISSION

To promote, encourage, and facilitate the effective and beneficial use of Public, Education and Government (PEG) Access channels and related resources on a non-discriminatory basis to qualified users in the Fresno-Clovis area.

### GOALS AND OBJECTIVES

#### Key Goals

- Increase the capacity of individuals and local organizations, agencies and institutions to communicate with their constituencies and the public at large via PEG Access channels and related media outlets;
- Invest PEG Access funding wisely in facilities and infrastructure to provide maximum benefit to all PEG users within Fresno and Clovis and to the community overall;
- Create a sustainable environment for PEG Access in Fresno and Clovis through effective collaboration, efficient resource management, continuous outreach, and demonstrated results.

#### Year-One Objectives

- Secure necessary agreements from Fresno-Clovis Cable Access Joint Powers Authority (JPA) for CMAC management of PEG Access channels and facilities – **October, 2008**;
- Secure funding and proceed with recruitment of CMAC Executive Director to oversee day-to-day PEG Access development activities – **January, 2009**;
- Secure agreements for shared use of one or more existing video production facilities within the Fresno-Clovis area to provide interim PEG Access services on behalf of CMAC – **March, 2009**;
- Activate three PEG Access channels (one Public, one Education, one Government) and initiate programming – **March, 2009**;

## **BUSINESS PHILOSOPHY**

CMAC will earn and maintain community support for PEG Access through a commitment to equitable use policies, broad public outreach, technical proficiency, proven business practices, high performance standards and organizational transparency.

## **STRENGTHS AND CORE COMPETENCIES**

- The CMAC Board of Directors is composed of committed volunteers with expertise in key functional areas including video production, engineering, education, business management, fund development, civic engagement, marketing, public policy and non-profit operations;
- CMAC's governing policies were developed by a diverse and experienced panel of respected community leaders from leaders with a focus on equitable representation of local constituencies;
- CMAC has demonstrated its ability to continuously engage the community and expand its inventory of skills, capabilities and networks to successfully advance the establishment of PEG Access programming in the Fresno-Clovis area.

CMAC is committed to the establishment of well-managed government, education and public access television in Fresno and Clovis. CMAC operates transparently, with the belief that the best outcomes will be achieved through a community-managed, resource-sharing system with the capacity to grow its operations, scale up production capacity and expand its scope to include other eligible jurisdictions in Fresno County that may benefit from participating in a county-wide PEG Access network.

## **LEGAL FORM**

CMAC, a voluntary, member-based 501c3 non-profit organization, was incorporated in 2008. It is, however, the third generation evolutionary product of a grass roots effort begun in 2001 by Fresno area residents working to assure that cable television capacity - utilizing public rights-of-way - would finally become accessible

to local communities as provided for under Federal Statute, State Law and Local Ordinance.

CMAC was created to oversee the development and operation of Fresno-area PEG Access production facilities and to manage local access channels on behalf of users.

## **TIMELINE AND HISTORY**

The current effort to bring PEG access channels to the Fresno – Clovis area can be traced back to the summer of 2001 when inquiries were made by community members to the Fresno City Council about the status of the existing cable television franchise agreement. While a provision requiring PEG Access resources to be provided was contained in the existing franchise, the cable service provider at that time (AT&T) disputed its meaning and intent. The City of Fresno then began to work toward securing well defined PEG Access channels and resources, including funding, as a condition of renewal of the cable franchise agreement in 2004. An important step in that effort was the selection of The Buske Group to provide consultation services to the City prior to, and during, renewal negotiations with the city's new cable provider, Comcast, Inc.

In 2003, The Buske Group conducted a Community Needs Assessment on behalf of the City of Fresno to determine whether Fresno area citizens and organizations believed themselves to have sufficient access to affordable media resources to serve local interests and communication needs. More than 200 representatives from business, education, labor, healthcare, cultural arts groups, faith-based organizations, ethnic and non-profit communities, and others took part in this unique process. The overwhelming conclusion from this Community Needs Assessment was that additional media access is needed and desired in Fresno and Clovis to allow for wider public awareness of, and participation in, local activities and for a broader dialogue on a variety of topics and issues within our community.

*These organizations participated in the 2003 Community Needs Assessment process that led to the formation of CMAC:*

ACS	Fresno County Democratic Central Committee	Life Science
ADA Advisory Council	FCNA	MCEA
Ahwahnee Middle School	FFC	National Action Network
Armenian Cultural Foundation	Fowler Unified	Peace Fresno
Armenian Youth Federation	Fresno Bee	Psycho Chix Productions
Birney Elementary	Fresno Center for Nonviolence	Relational Culture Institute
Bullard High School	Fresno County Administrative Office	Rio Vista Middle School
California State Employees Association	Fresno County Department of Community Health	Roman Catholic Diocese of Fresno
California State University, Fresno	Fresno County General Labor Council	Roosevelt High School
Cambridge High School	Fresno County Library	San Joaquin Valley College
Center for Advanced Research & Technology	Fresno County Office of Education	SBC
Center for Independent Living	Fresno County Sheriff	Sequoia Middle School
Central California Legal Services	Fresno Filmworks	Service Employees International Union
Central Labor Council	Fresno Fire Department	Service Employees International Union
Central Unified School District	Fresno Metro Ministry	Sol Dev. Assoc. LLC
Centro La Familia, Madera Coalition, KFCF	Fresno Metropolitan Museum	St. Agnes Medical Center
Fresno City and County Chamber of Commerce	Fresno Native American Health Center	Storey Elementary
Cisco Systems	Fresno Neighborhood Network	The Rios Co.
Citizens United for Better Communities	Fresno Pacific University	United Auto Workers, California State Employees Assn, Valley Labor
Fresno City Attorney's Office	Fresno Philharmonic	University of California - Office of the President

City of Clovis	Fresno Police Department	US Dept. of Housing & Urban Development
City of Fresno	Fresno Stonewall Democrats	Valley Public Television
City of Fresno Police Dept.	Fresno Unified School District	Wawona Middle School
Clovis Unified School District	Fresno Yosemite International Airport	Westside Housing/Habitat for Humanity
Coalition for Rural Pueblos	Fresno-Madera Agency on Aging	Wishon Elementary
COBE Neighborhood Association	Good Citizens, Inc.	Women's International League for Peace & Freedom
Comcast	Granville Homes	Yosemite Middle School
Community Alliance	Fresno County Green Party	
Community Alliance For A Fair Economy, Teamsters	Holy Cross Center for Women	
Community Alliance Magazine	Hope Now for Youth	
Community Health	Horizon Enterprises	
Computech Middle School	June Adams Elementary School	
Cornerstone Church	Kaiser Permanente	
County of Fresno	KFCF Radio	
Communications Workers of America	KJEO - TV	
Disability Advocates	KSEE - TV	
Duncan Poly High School	Lance-Kashian & Company	
Fresno Area Congregations Together (FACT)	Latino Issues Forum	

Following completion of the Community Needs Assessment, a panel of local community leaders, drawn from across the Greater Fresno Area, was convened to follow up on the findings of the study. As the result of thorough research and discussion, this panel began the work of developing a model for a local non-profit organization to help secure and, ultimately, to manage Public, Education and

Government (PEG) access channels and facilities in the Fresno area. Throughout 2004, this "Board of Conveners" reviewed policies and procedures from a variety of similar organizations across California. Members also traveled to established community media facilities in several of these communities to evaluate firsthand the benefits and challenges to creating a robust PEG Access environment and to identify best practices that would be incorporated into the Fresno-Clovis PEG Access plan.

### **Fresno Area Access Board of Conveners**

Kathy Bray – Fresno Chamber of Commerce (Denham Personnel Services)

Paula Castadio – President and General Manager – Valley Public Television

Silas Cha - Fresno Center for New Americans

Cynthia Cooper – Fresno Coalition for Arts, Science and History

Dr. Merrill Ewert – President, Fresno Pacific University

Randy Ghan – Central Labor Council

Corwin Harper – Kaiser Permanente

Kurt Madden – One By One Leadership

Jim Michael – California State University, Fresno

Dr. Peter G. Mehas – Superintendent, Fresno County Schools

Hugo Morales – Radio Bilingue

Deb Nankivell – Fresno Business Council

Ed Perez – Community Organizer

Rev. Walt Parry - Fresno Metro Ministries

Mike Rhodes - Community Alliance

Ashley Swearengin - Regional Jobs Initiative

Ben Vue – Hmong Today Television

Pete Weber – Mayor's Council of Economic Advisors

Dr. John Welty – President, California State University, Fresno

Jeanine Johnson – Fresno-Madera Area Agency on Aging

Bryon Horn – City of Fresno

In 2005, the Board of Conveners adopted By-Laws governing the creation and governance of Fresno Area Access, a non-profit PEG Access management organization. An initial Board of Directors was recruited to launch the organization, which would soon be renamed the Community Media Access Collaborative (CMAC). CMAC immediately went about the task of advocating for the inclusion of PEG Access enabling and support provisions in Cable Television Franchise Agreements being negotiated at that time between the City of Fresno, the City of Clovis, the County of Fresno, and Comcast, Inc.

Working in conjunction with local government and elected officials, as well as with ongoing support from The Buske Group, CMAC's efforts helped to secure significant PEG Access resources for Fresno area citizens. These resources, including dedicated channels, funding support and infrastructure, had not previously existed in local franchise agreements within our community.

Simultaneously, CMAC began developing plans, in cooperation with a variety of local institutions and organizations, to establish PEG production facilities where equipment, training and support would be provided to interested users. In time, CMAC anticipates the ongoing production of hundreds of hours of unique, locally-created and locally-centered programming serving viewers throughout the Greater Fresno Area.

## IV. Operational Plan

### The DIVCA Challenge

Owing to the effect of California's Digital Infrastructure and Video Competition Act of 2006 (DIVCA), the full realization of PEG Access in Fresno and Clovis is more challenging today than at any other time in history. Under the current interpretation of DIVCA, cable fees to support PEG services in a community are restricted to *capital* use only. No funding provision is provided through DIVCA for PEG *operational* funding. As a result, funding for PEG facility staffing, rent, insurance, training support, utilities, supplies and other ongoing expenses must be obtained from alternate sources.

Many municipalities across the country have historically dedicated a portion of the 5% franchise fee revenue they collect annually from cable operators to support the delivery of PEG services to their residents. In Fresno and Clovis however, the absence of PEG Access requirements in local franchise agreements over the past 30 years has resulted in the allocation of all franchise fee revenues (approximately \$3.2 million annually in Fresno and Clovis) to General Fund uses. The cities of Fresno and Clovis and the County of Fresno have not, to date, indicated an inclination to reconsider this current practice in order to provide PEG Access operational support.

### Fee For Service Model

Considering the challenge noted above, the most viable long-term option for securing "unrestricted" revenue, which can be used for PEG operational expenses, is a fee-for-service model. CMAC intends to negotiate service agreements with PEG institutional users to secure the majority of the organization's operational funds. Additional revenues will be obtained through CMAC membership dues, training fees, production service cost-recovery, underwriting and grant funding.

CMAC anticipates the need to secure approximately \$230,000 annually in revenue and in-kind support to meet staffing and other operational expenses. Fortunately, the effort to secure PEG Access capacity for our community over the past eight years has been a highly collaborative process, as described previously. CMAC is confident that this collaborative spirit remains strong and will result in success.

Commitments by the City of Fresno and the City of Clovis to fully embrace the non-profit and community-centered PEG management model represented by CMAC reflects an essential extension of that collaborative structure. Authorizing CMAC to manage PEG Access funds and facilities on their behalf provides the focus, expertise and autonomy required to ensure robust PEG Access utilization across the community and among all eligible constituencies.

### **Personnel Requirements**

Implementing and sustaining PEG Access successfully in any community requires experienced personnel capable of growing the user base over time through outreach, training, facility management, production support, partnership development and fundraising.

A full-time **Executive Director** is required to manage all aspects of PEG operations, including the build out of facilities, supervision of staff, business development, budgeting, policy implementation and marketing.

One or more **Production Technicians** are required to provide direct support to users. This includes ongoing training, managing equipment check-out, scheduling production activity, providing contract production services and coordinating playback of programming on PEG Access channels.

**Administrative Support** is needed to assist with record-keeping, purchasing management, member communications, Board support and other critical administrative tasks.

### **Building Institutional Partnerships**

CMAC intends to leverage PEG Capital funds and related assets to secure in-kind support from institutional partners. These partnerships will enable CMAC to provide PEG users with access to production equipment and support more rapidly and to expedite the activation of PEG channels. Examples of potential partnerships include:

- **Fresno State University** - Dr. John Welty has expressed a willingness to negotiate for the use of studio and facility space at Fresno State to provide Public Access services. The space, in the Kremen School of Education, would serve college level Educational Access agencies as well;

- **Fresno County Office of Education** - Superintendent of Schools Larry Powell has expressed his desire to continue sharing studio and facility space at the FCOE with K12 agencies and Government Access users in the downtown area. FCOE currently supports the production of a number of EG Access programs airing on Access Channel 96 and also serves as a programming origination point for K12 Access programming;
- **Valley Public Television** - Discussions are underway with KVPT – Channel 18, which currently provides technical support for Fresno’s Government Access Channel (96), to potentially provide engineering and business/accounting services on behalf of CMAC as well;
- **Center for Advanced Research and Technology (CART)** – Jointly operated by the Fresno is being considered as a possible additional venue for Education and Government Access serving the Clovis area;
- CMAC has been in regular communication with the **County of Fresno** regarding programming and production collaboration. Through its 2006 Video Franchise Agreement, the County of Fresno secured dedicated PEG channels, as well as transmission links from four key origination facilities (FCOE, FUSD, CSUF, Hall of Records), which naturally align with PEG objectives in the City of Fresno and City of Clovis.;

The above reflects only a partial listing of partnerships CMAC has established to date. These collaborations provide the foundation for expanding the availability of PEG Access resources now and into the future.

## V. 5-Year Operational Budget (Draft)

YEAR:	2008	2009	2010	2011	2012	TOTAL
<b>PEG Personnel Services</b>						
Executive Director	\$0	\$65,650	\$66,963	\$68,302	\$69,668	\$270,584
Community Production Facilitators (2)		\$60,000	\$61,200	\$62,424	\$63,672	\$247,296
Secretarial Support (half-time)	\$0	\$12,542	\$12,793	\$13,049	\$13,310	\$51,695
<b>Total Wages/Salaries</b>	<b>\$0</b>	<b>\$138,192</b>	<b>\$140,956</b>	<b>\$143,775</b>	<b>\$146,651</b>	<b>\$569,575</b>
Payroll Taxes, Benefits, Workers' Comp.	\$0	\$48,367	\$49,335	\$50,321	\$51,328	\$199,351
<b>Total PEG Personnel Services</b>	<b>\$0</b>	<b>\$186,560</b>	<b>\$190,291</b>	<b>\$194,097</b>	<b>\$197,979</b>	<b>\$768,926</b>
<b>Other PEG Services &amp; Supplies</b>						
Insurance - Directors & Officers	\$0	\$2,500	\$2,550	\$2,601	\$2,653	\$10,304
Insurance - Cablecasters Liability	\$0	\$4,800	\$4,896	\$4,994	\$5,094	\$19,784
Insurance - Facility & Equipment		\$1,500	\$3,060	\$3,121	\$3,184	\$10,865
Office Supplies	\$0	\$2,400	\$2,448	\$2,497	\$2,547	\$9,892
Production Supplies	\$0	\$3,000	\$3,060	\$3,121	\$3,184	\$12,365
Telephone	\$0	\$1,440	\$1,440	\$1,440	\$1,440	\$5,760
Postage & Delivery	\$0	\$2,400	\$2,448	\$2,497	\$2,547	\$9,892
Printing	\$0	\$2,700	\$2,754	\$2,809	\$2,865	\$11,128
Professional Services - Accounting	\$0	\$3,500	\$3,570	\$3,641	\$3,714	\$14,426
Professional Services - Legal	\$0	\$2,000	\$2,040	\$2,081	\$2,122	\$8,243
Professional Services - Consultants	\$0	\$2,500				\$2,500
Advertising, Promotion and Outreach	\$0	\$3,000	\$3,060	\$3,121	\$3,184	\$12,365
Staff Development (Conference Fees, etc.)		\$1,500	\$1,530	\$1,561	\$1,592	\$6,182
Travel	\$0	\$1,500	\$1,530	\$1,561	\$1,592	\$6,182
Subscriptions, Dues, Books	\$0	\$750	\$765	\$780	\$796	\$3,091
<b>Total Other PEG Services &amp; Supplies</b>	<b>\$0</b>	<b>\$35,490</b>	<b>\$35,151</b>	<b>\$35,825</b>	<b>\$36,513</b>	<b>\$142,979</b>
<b>TOTAL PEG SERVICES &amp; SUPPLIES</b>	<b>\$0</b>	<b>\$222,050</b>	<b>\$225,442</b>	<b>\$229,922</b>	<b>\$234,492</b>	<b>\$911,905</b>

## **VI. Capitalization**

### **CAPITAL PLAN – OVERVIEW**

In pre-DIVCA times, cities often negotiated for start-up PEG capital grants from cable operators, in addition to franchise fee payments and ongoing PEG support fees. These start-up PEG capital grants were often sufficient to fund the immediate build-out of quality CMC facilities to serve their communities. However, such an option does not exist in the present franchise environment. As a result, CMAC has determined that interim facilities with institutional partners provides an optimal short-term solution to providing PEG Access while providing adequate time to fund, secure, design, and build out permanent facilities of sufficient capacity to meet the needs of the communities to be served.

### **CAPITAL PLAN – PHASE 1**

As of April 2008, PEG Capital fees provided under Fresno and Clovis franchise agreements have been assessed on Comcast's gross video revenues. The cities anticipate receipt of these funds from Comcast on a quarterly basis.

Based on this timeframe, approximately \$150,000 in PEG Capital funds will be available in August, 2008. CMAC intends to immediately begin developing community-based public access capacity, primarily through the purchase of portable production equipment.

Through agreements with one or more of CMAC's institutional partners, qualified users will receive training on the proper use of available equipment. Users who complete the technical certification process and agree, in writing, to adhere to CMAC policies will be eligible to use production equipment for the creation of community-based content. The purchase of portable production equipment in the fourth quarter of 2008 will ensure it's availability to PEG users in the first quarter of 2009.

Investments in programming and playback facilities will also be required in this initial capital phase. These facilities will allow for the automated play-out of content on a scheduled basis to multiple channels (and to digital devices as well). High-

quality facilities are essential to ensuring that PEG channel technical standards are compatible with other channels on the cable system.

Prior to actual launch of PEG Access channels in Fresno and Clovis, the cities, JPA and CMAC must reach agreement on terms and conditions relating to the management and operations of PEG Access channels and facilities.

## **CAPITAL PLAN – PHASE 2**

By the end of 2008, approximately \$250,000 in additional PEG Capital funding is expected to become available. At that time, investments in upgraded Education and Government Access facilities will be undertaken. As with Public Access resources noted above, these EG studios are expected to be co-located with facilities currently operated by one or more of CMAC's institutional partners. This distributed facilities structure will provide all PEG constituencies with the greatest possible access to production resources and will support the maximum use of PEG channels from the outset.

## **CAPITAL PLAN – PHASE 3**

In this phase of work, planning will begin for the development of a permanent Community Media Center (CMC) facility. The build-out of this CMC facility will naturally coincide with a successful realization of CMAC's long-range operational funding strategy. It should be noted that CMAC strongly embraces the concept of co-locating the planned Community Media Center with an existing facility within Fresno or Clovis, if possible. This co-location model has the potential to provide great benefits to all parties, provided the resulting facility is sufficient to meet the needs of all PEG users, both in the near term and into the future.

Funding for a permanent Fresno/Clovis Community Media Center will be derived from PEG Capital assessments, starting in January 2009. Approximately \$600,000 is expected to be available for this purpose by January 2010, when CMC build-out is anticipated to begin. Future year PEG Capital funds will also be directed, as needed, to support the CMC build-out project.

## VII. 5- Year Capital Budget Plan (Draft)

<b>PEG SUPPORT REVENUE</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>Totals</b>
Prior Year-End Balance		\$307,000	\$82,000	\$70,000	\$3,000	
PEG Fees - Fresno (Annual)	\$330,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,000,000
PE Fees - Clovis (Annual)	\$67,000	\$100,000	\$100,000	\$100,000	\$100,000	\$400,000
	<b>\$397,000</b>	<b>\$907,000</b>	<b>\$682,000</b>	<b>\$670,000</b>	<b>\$603,000</b>	<b>\$2,400,000</b>
<b>PEG CAPITAL EXPENDITURES</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>5-Yr. Totals</b>
<b>INITIAL AND ONGOING</b>						
Public Access Studio and Equipment		\$100,000	\$20,000	\$10,000	\$10,000	\$140,000
Public Access Master Control		\$50,000	\$5,000	\$10,000	\$10,000	\$75,000
Public Access Check-Out Equipment	\$50,000	\$50,000	\$15,000	\$15,000	\$15,000	\$145,000
Educational Access Studio and Equipment		\$100,000	\$20,000	\$10,000	\$10,000	\$140,000
Educational Access Master Control		\$50,000	\$5,000	\$10,000	\$10,000	\$75,000
Government Access Equipment (Fresno and Clovis)		\$100,000	\$10,000	\$10,000	\$10,000	\$130,000
Government Access Master Control		\$50,000	\$2,000	\$2,000	\$2,000	\$56,000
KVPT Equipment (Channel 96 Monitoring)		\$25,000	\$10,000	\$10,000	\$10,000	\$55,000
PEG Mobile Production Vehicle (Design and Build)		\$50,000	\$350,000	\$15,000	\$15,000	\$430,000
PEG Facility Interconnection and Maintenance		\$100,000	\$25,000	\$15,000	\$15,000	\$155,000
Permanent Community Media Center (Design & Build)		\$50,000	\$50,000	\$400,000	\$350,000	\$850,000
Facility Rent & Utilities (Initial PEG Facilities)	\$40,000	\$100,000	\$100,000	\$100,000	\$50,000	\$390,000
Facility Rent & Utilities (CMC)	\$0	\$0	\$0	\$60,000	\$60,000	\$120,000
<b>TOTAL EXPENDITURES</b>	<b>\$90,000</b>	<b>\$825,000</b>	<b>\$612,000</b>	<b>\$667,000</b>	<b>\$567,000</b>	<b>\$2,761,000</b>
<b>ANNUAL RESERVES</b>	<b>\$307,000</b>	<b>\$82,000</b>	<b>\$70,000</b>	<b>\$3,000</b>	<b>\$36,000</b>	

## **VIII. Conclusion**

PEG Access momentum has been steadily growing in our community for the past eight years. From the start, the effort to finally secure PEG Access capacity for Fresno and Clovis has been a collaborative process encompassing a full spectrum of local constituencies. The establishment of CMAC is the realization of a shared vision which originated with a Fresno Area Community Needs Assessment in 2001.

With PEG capital funding secured through the cities of Fresno and Clovis, the task now is to bring Access into reality. CMAC has worked hard to lay the groundwork and build relationships with a variety of institutional partners. In the current post-DIVCA franchise environment, these partnerships are critical to overcoming hurdles which otherwise could permanently derail PEG Access.

Since its inception, CMAC has provided the necessary leadership within the community to secure PEG Access channels and funding for the citizens of Fresno and Clovis. The successful outcome of that effort has positioned CMAC to effectively lead the implementation phase as well.

Soon, residents, civic leaders, schools, governments, churches, public service agencies, non-profits, and dozens of other constituencies will be empowered with a vital new communications tool. CMAC is committed to insuring that the investment made by Fresno and Clovis to secure these powerful tools will pay great dividends in the community for many, many years.

## **IX. Appendices**