



## Petaluma Community Access **Access Activities Plan and Budget for Fiscal Year 2012-2013**

The PCA Mission Statement:  
To promote freedom of expression in a public voice,  
provide access to communication tools, and  
foster the use of media.

*The contract between PCA and the City of Petaluma requires that an Access Activities Plan and Budget be created for each Fiscal Year beginning July 1st - to reaffirm our fundamental priorities and identify the goals that shape our performance and progress.*

### **Staff & Board of Directors**

As an independent, non-profit organization incorporated in 1995, as a 501(c) (3) corporation in the State of California, Petaluma Community Access is governed by a Board of Directors.

The current composition of the PCA Board:

<b>Cindy Thomas</b> <i>Chair</i>	Elected, October 2011 (3 year term)
<b>Eric Adams</b> <i>Vice-chair</i>	Elected, October 2009 (3 year term)
<b>Marcelle Guy</b> <i>Secretary</i>	Elected, October 2010 (3 year term)
<b>Matt Pearson</b> <i>Treasurer</i>	Appointed, October 2011 (1 year term)
<b>Jason Davies</b>	Appointed, October 2011 (1 year term)
<b>Neal Fishman</b>	Elected, October 2011 (3 year term)
<b>Tim Williamsen</b>	City of Petaluma Designate

Six employees currently staff PCA:

<b>John Bertucci</b>	Executive Director ( <i>Salaried Full-time</i> )
<b>Zach Smith</b>	Station Manager ( <i>Regular Part-time</i> )
<b>Thomas Harrigan</b>	Programming Director ( <i>Regular Part-time</i> )
<b>Adonay Martinez</b>	Membership Coordinator ( <i>Regular Part-time</i> )
<b>Kate Gratto-Bachman</b>	Media Services Supervisor ( <i>Regular Part-time</i> )
<b>Van Lam</b>	Technical Specialist ( <i>Regular Part-time</i> )

## Opening Note

PCA has successfully accomplished most of the goals set out in the two-year plan undertaken in 2010. Our operational performance is stable, staff structure and morale is strong, City meeting coverage remains efficient and reliable, and new members continue to take advantage of the significant media opportunities made possible by the digital television production resources we administer. We thus enter this new fiscal year with a healthy balance sheet and a publicly acknowledged capacity to effectively meet the evolving media needs of the community.

The Activities Plan we have developed for FY 12/13 builds on the competence and credibility we currently enjoy and articulates a more ambitious set of objectives to pursue and accomplish. To maximize our ability to negotiate the exciting challenges this will certainly entail, we have framed these projections as a five-year plan firmly balanced on the underlying tenets of our mission and operation.

## Fundamental Priorities

### *Staff Structure*

PCA has assembled a strong, stable and dynamic staff in the four years since the organization moved from its facilities at Casa Grande High School to its current location at 205 Keller St. Our present confidence and clarity in meeting PCA's core operational obligations evolved gradually as we developed a coordinated structure of staff positions and formalized the duties attached to them in revised job descriptions. As a result, employee performance and operational efficiency have been enhanced and the damaging impacts of staff turnover reduced. Continued attention and cultivation of the staffing component of PCA's success remains a high priority, but we now have a solid foundation that we can trust and upon which we can grow.

### *Fiduciary Performance*

PCA has fared relatively well in adapting to the distinct funding decrease that accompanied our transition to DIVCA. This decrease proved to be less pronounced than we had feared, and careful budget management has kept our balance sheet strong. As a result, basic operations were maintained without adverse impact, although long-term growth plans were necessarily restrained. We now have an important clarity in navigating our financial situation: PEG Fee funding is sufficient to assure consistent daily functioning; major expansion plans or particularly ambitious projects will require special fundraising efforts specific to those goals.

### *Media Services*

Serving our member producers is perhaps the defining priority of PCA, the focal point of our mission. We are thus primarily obligated to meet their needs by providing access to modern media tools and training, developing local communication skills and the creative collaborations that foster healthy community relations. Optimizing the productive use of our resources thus enjoys our full commitment. In addition to serving those who walk in our doors, PCA reaches out to the community as an enthusiastic "nonprofit good citizen," always ready to lend a hand and help people make their video, and then broadcast it for them.

### *Programming Content*

PCA also benefits the community it serves, and for which it exists, by providing television content to local viewers on three channels, 24/7. Maintaining and developing the non-commercial programs we broadcast is a core responsibility to which we have devoted considerable effort in recent years. Given the contractual requirement that the majority of programming we deliver to local viewers be locally produced, our programming options are limited. We can, however, enhance the way our viewers experience PCA by publishing a regular weekly schedule, offering online viewing options and orchestrating the most stimulating and engaging array of the shows at our disposal.

### *Community Promotion*

PCA's original tag-line, "communication building community," captures an equally vital priority: our resources and staff contribute enormously to the social and cultural health of Petaluma. We cover local events, graduations and parades, and work as partners to meet the media needs of many fellow nonprofit organizations, as well as local businesses, City agencies and the School district. Cultivating public appreciation of PCA's immense value demands strong marketing outreach, and this is a fundamental priority because it promotes our ability to help Petaluma, augmenting the services we offer and stimulating the financial support we need to function and grow.

These five priorities delineate the core functions upon which the long-term success of our operation depends. All other priorities and projects undertaken by PCA are made possible by our performance in sustaining them and their preservation must be considered in weighing possible options for desired growth and diversification.

## **A Five year Plan**

Augmented resources and expanded services are often strategic obligations for survival in a field as dynamic as media access television. There are, however, tactical challenges attached to a policy of constant growth, particularly in regard to the fragile economic environment we share with other nonprofit organizations and government agencies. For the past three years, PCA has had to postpone its urge to grow in order to guarantee its internal stability and reinforce its functioning capacities. We have accomplished that, doing the best we can with what we've got.

Having proven our ability to do better, we now feel confident in charting a course to do more. The process of imagining the most exciting future possible hinges on both the vision of the Board of Directors and the quality of the staff that PCA has been fortunate to assemble. We have thus targeted a number of areas where desirable growth can be achieved with gradual yet consistent progress over the next five years.

## **Goals for Fiscal Year 2012/13**

### *1) Membership Base*

PCA currently has about 120 active members although only about a quarter of that number are actually using our equipment and producing programs at any given time. Our resources would be somewhat strained if the number of producing members were to double. It is desirable, however, that we increase the membership base, so we have created a "Champion Membership" level at a reduced fee for people who would like to part of PCA but have no inclination to produce their own television shows. A concerted effort to publicize the benefits of supporting PCA and becoming a member - even if you don't intend to use to our equipment - is a vital goal for this fiscal year.

### *2) Board of Directors*

The PCA By-Laws designate a Board of thirteen Directors. We currently have seven, some of whom have held their seats for three and four years. The creative investment and diverse talents of the PCA Board have been an important factor in our success to date. It is imperative that we energetically recruit and integrate new Directors to the Board while the existing culture and expertise remains in place, to ensure an organic transition that loses none of the positive momentum that has carried so far and so well. Enthusiastic Board participation in public outreach initiatives is the key to reaching this goal.

### *3) Policies & Procedures*

A comprehensive review and revision of the original 1996 Policies & Procedures has produced a new Policies document, and completion the Procedures remains a top priority in the coming year. As our

operating functions and staff job descriptions have become more formalized and stable, this document should be updated to reflect the current procedures. It is intended as well as to prepare a Member Handbook that explains the approved operational Procedures in easy-to-use terms.

4) *Facilities & Resources*

The current lease for our facility terminates in April, 2013. Given the depressed state of real estate values, this is a critical moment for exploring opportunities to augment our office space, either by negotiating a renewed lease that increases the square footage we occupy without incurring a major increase in rent, or by moving to a new, larger space that demands a rental fee roughly equivalent to sum we presently pay. A careful search of available properties and comparative negotiations is clearly on the agenda for the immediate future.

5) *Broadcasting Capacity*

The broadcast servers that are housed in City Hall and from which PCA's television signal emanates were purchased six years ago and an eventual upgrade of this technology is inevitable. Newer model servers are much more aligned with new modes of broadcast, most importantly in their compatibility to web streaming and online scheduling. The necessary research to identify the new broadcasting system best suited to our developing needs will certainly begin this year. Efforts to obtain a Low Power FM license have already begun and should this addition to our broadcasting capacities be awarded, our value as a communications resource for the community would be greatly enhanced.

6) *New Revenue Streams*

Expanding beyond our four primary functions cited above will necessitate a parallel expansion of our funding. Our Capital Expense fund currently totals about \$86,000, which would cover all of the major purchases proposed above, yet it is a finite sum without an established mode of replenishment. Exploring and activating new revenue streams is thus a crucial goal to address. We have launched a Business Sponsorship program and have begun applying for grants, and the pursuit of funds potentially available from both sources will continue with greater vigor this year.

7) *Contracted Productions*

Another potential revenue stream under consideration this year is to do local production work for hire. The PCA staff presently being quite stable and strong, it is an opportune moment to experiment with deploying our personnel in specific contracted projects. The profit margin, however, remains unverified and the risk remains to be weighed: that the entirely different set of professional obligations thereby engaged might negatively impact our member services.

8) *Youth & Senior Programs*

Perhaps the most exciting goal in our sights for this year is to successfully increase our impact and value among young people and the elderly. There have been occasional programs in the past where teenagers have discovered and enjoyed the media resources that PCA can offer them, but these haven't become a regular part of our operation. The last grant we applied for was specifically aimed at bolstering an aggressive campaign to involve students in a PCA media program. Seniors are another sector of the community that ought to be made aware of their television station and encouraged to participate in producing their own shows.

**Projected Budget for FY 12/13**

Attached.