



Petaluma Community Access Access Activities Plan & Budget Fiscal Year 2013-2014

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

By agreement with the City of Petaluma, PCA is required to submit an Access Activities Plan and Budget prior to the beginning of each Fiscal Year. This document reaffirms our fundamental priorities and identifies the immediate goals shaping the continued progress of our operation.

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:

Cindy Thomas <i>Chair</i>	Elected, October 2011 (3 year term)
Eric Adams <i>Vice-chair</i>	Appointed, October 2012 (1 year term)
Jason Davies <i>Secretary</i>	Appointed, October 2012 (1 year term)
Matt Pearson <i>Treasurer</i>	Appointed to Elected seat, October 2012 (2 year term)
Neal Fishman	Elected, October 2011 (3 year term)
Rachel Moran	Elected, October 2012 (3 year term)
George Utrilla	Elected, October 2012 (3 year term)
Marsha Trent	Appointed, May 2013 (1 year term)
Tim Williamsen	City of Petaluma Designate

The five employees currently employed PCA:

John Bertucci	Executive Director (<i>Salaried Full-time</i>)
Zach Smith	Station Manager (<i>Regular Part-time</i>)
Thomas Harrigan	Programming Director (<i>Regular Part-time</i>)
Caitlin Wicks	Outreach Coordinator (<i>Regular Part-time</i>)
Mario Morquecho	Membership Coordinator (<i>Regular Part-time</i>)

And two paid assistants on call for meeting coverage & PCA operational support:

Max Brickey	Access Assistant (<i>Temporary Part-time</i>)
Francisco Carbajal	Access Assistant (<i>Temporary Part-time</i>)

Introduction

Petaluma Community Access, Inc. is a nonprofit membership organization established to administer Petaluma's public access resources as defined in the franchise agreements that cable television providers enter into with the State for the City of Petaluma. By agreement, PCA receives PEG Fees submitted quarterly to the City by the cable provider, assuring a modest but steady revenue stream that has permitted us to provide important media services to the City, School District and public for 16 years. PCA also consistently reaches out, within the limits of our budget, to support the media needs of other local nonprofit organizations, businesses, community groups and events.

The Activities Plan developed for FY 13/14 builds naturally on the competence and stability PCA currently enjoys, and incorporates a number of ground-breaking objectives. In November 2012, PCA's lease at 205 Keller Street was renegotiated, surrendering the upstairs administrative office and gaining a contiguous downstairs office that more than doubled the size of our facility. Besides permitting greater efficiency in staff functions, this opened up three important new spaces for public media activity: a screening lounge, more work-stations for members and interns, and a long-sought television production studio.

Developing and exploiting these new assets is the primary theme of this plan, but the PCA lounge and studio only represent the two most visible aspects of the comprehensive renovation of our image and services that we have undertaken. To augment the range and community impact of the digital tools and opportunities we provide Petaluma, PCA has launched a campaign to reshape itself as "Your New Media Resource Center."

Fiscal Year 2013/14 is an exciting, ambitious moment in PCA history; all the more reason to start our plan by reaffirming the core values and priorities that inform our mission: to promote productive, democratic and creative media access.

Operational Priorities

Staff Structure

An industrious and collegial operation depends on the coordinated performance of a skilled staff. Given the unique technical demands of a media resource center, and the personal investments attached to serving the public, this also requires a cheerful group of complementary employees. PCA currently enjoys this level of team productivity: FY 2012/13 saw two staff members depart and their replacements were integrated into the existing structure without any loss of momentum. In fact, their integration greatly increased the friendly, efficient synergy of the team. This intrinsic operational rapport drives our daily successes, and is essential to accomplishing our expansion plans.

Fiduciary Performance

PCA's nonprofit media access operation is entirely dependent on the PEG Fees that pass through the City of Petaluma; reliable financial accountability is thus required. The City also maintains PCA's Capital Expense Fund, for which there is presently no provision in place for replenishment. As well as maintaining on-going organizational performance and development, the PCA Board is currently exploring contingency plans for any unanticipated disruption of the pass-through revenue stream. Most recently, PCA and the City have met to discuss periodic financial reviews as acceptable means of assuring annual accountability, and a reasonable way to lessen the financial burden of consecutive audits.

Media Services

Serving our member producers is perhaps the defining priority for PCA, the focal point of our mission. We enthusiastically assume our primary obligation to meet the various needs of those who come to us to access modern media equipment, training and production experience. This is how PCA fosters local communication skills and promotes the creative collaborations and opportunities for self expression essential to a healthy community. The many ways we intend to stimulate greater local media production by expanding our resources and the services PCA offers will be described below.

Programming Content

PCA's broadcasting capacity is an exceptional community asset, and this will equally be expanded to include other types of media and new modes of distribution. While consistently assuring programming on three channels, 24 hours every day, is an accomplishment we can rightfully be proud of, PCA is actively committed to developing new communication platforms and social media techniques. We feel it unfortunate that our viewership is limited to cable and internet subscribers; developing a broader range of broadcasting capacities is a constant priority, to engage the widest audience possible.

Social Impact

PCA's original tag-line, "communication building community," demonstrates an equally vital priority: our resources and staff contribute enormously to the social and cultural life of Petaluma. We cover local events, graduations and parades, and work as partners with many fellow nonprofit organizations, local businesses, City agencies and the School district. Cultivating public appreciation of PCA's immense value calls for effective outreach and PCA has recently directed considerable attention to expanding and enhancing our impact on the community; harvesting the fruits of this effort should keep us busy for much of this fiscal year.

Goals for FY13/14

Performing the daily duties required to run a functioning media access center and assure the associated organizational responsibilities demands about 60% of our operational resources; the rest will be directed to accomplishing the following specific goals:

1) Studio & Lounge completed

Efforts to equip and install a two-camera live-to-tape television recording studio in the PCA facility should be completed by mid-summer.

Efforts to develop the lounge space to host screenings and member activities, accommodate classes and production meetings, and stimulate an atmosphere of collaborative creativity are already making a difference.

2) Expanded Media Resources

In addition to the impressive inventory of digital cameras and editing stations we already provide access to, PCA plans to obtain and make available to member producers a diverse range of new equipment and media resources such as:

- Photoshop & Illustrator;
- still photography cameras;
- specialized production equipment;
- advanced audio equipment;
- the latest social media platforms;
- a mobile live-to-tape production kit;
- an LPFM license & broadcasting capacity;
- live video streaming capacity;
- online streaming of PCA programming.

3) More Classes & Member Activities

PCA has been offering a successful series of classes in the new Final Cut Pro X editing software for the last six months, as well as single sessions on various documentary techniques.

How-to trainings on our new equipment and diverse media platforms will likewise prompt a steady succession of classes to be offered.

Guest instructors will be engaged to share their expertise as teacher, or present their work as exemplary media artists, introducing our members to the broadest horizons of media work.

PCA will continue to welcome classes from local schools, send staff to support student projects and actively encourage local youth groups to take advantage of the resources we offer.

A screening series of professional documentaries has just been launched and will continue through most of the coming fiscal year.

The availability of our lounge for members to screen their works-in-progress, or any movie they want to see, will be encouraged.

4) Vigorous Community Presence

Cultivating targeted constituencies, such as youth, seniors, the business community, etc., with specific outreach efforts and projects effectively boosts our impact.

Public speaking appearances of PCA staff, sponsorship and visibly branded production activity at local events like the Butter & Egg parade not only attract people to PCA, they bring PCA to them.

Enhancing the appeal and relevance of our programming content, with an easily accessed online schedule, is a constant goal: to inspire and reward increased viewer loyalty.

To increase local recognition and attract greater member use, we've begun renovating the graphic style of our promotional and community bulletin board messaging, to project a consistently bright, friendly image that communicates an open secret: there's a lot of productive fun to be had at PCA!

PCA is a "technology organization," dedicated to green solutions, and increased website content, FB page and Constant Contact e-communications will be developed to maximize such efficiency.

5) Greater Active Membership

Recent outreach efforts have already increased our membership; this growth trend will certainly continue as new resources and services are made available for members use.

Nurturing staff performance to accommodate greater member use of PCA will consequently require close monitoring and proactive support.

After trying a labor intensive and intrusive newsletter, we've been sending out simple weekly programming alerts to growing email list of members and supporters, and this will continue.

Reinforcing member participation in our election process and making our annual Members Meeting an anticipated event on the community calendar are also on this year's agenda.

6) Continued Nonprofit Partnerships

It is critical that we not lose sight, in the brace of goals here outlined, of the important support we have always extended to the local nonprofit community.

PCA is proud to be part of the vibrant Petaluma nonprofit community, and eager to share its valuable communications assets and expertise with fellow organizations often struggling with more precarious budgets.

7) Increased Procedural Efficiency

PCA's original 1996 Policies & Procedures were revised and updated in 2010; a comparable review and revision of PCA Procedures remains to be completed.

As staff masters new functions and our expanded media services settle into active use, drafting this document will formalize an effective and efficient operational baseline

A revised Procedures document can also be easily developed into a much-needed Member Handbook to orient PCA members in easy-to-use terms.

8) *Realigned Financial Strategies*

Just this month, PCA has added the option to process credit cards to facilitate fee payments.

With the return of our leased photocopier, increased monthly rent and utility bill, reduced demand for tape stock, paid guest instructors and a more robust outreach effort, the PCA budget for this fiscal year navigates a whole new set of parameters; greater financial resources will also be allotted for staff development and equipment maintenance.

PCA's Capital Expense Fund will eventually be depleted; a system to annually shift a portion of the carry-over balance in our operating account to our unrestricted Cap Ex account should be instituted.

Supplementary and alternative funding streams will be systematically pursued in various directions:

- unrestricted donations;
- in-kind exchanges;
- additional fees for specific services;
- grants;
- business sponsorships;
- outside production services.

New configurations for community administration of the 3-channel PEG model will also be explored as options to develop in the event of an unanticipated disruption of funding for our present operating structure.

Projected Budget for FY13/14

Attached.