

Petaluma Community Access



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

Fiscal Year 2014/15 Annual Report

Plan & Budget Fiscal Year 2015/16

John Bertucci, Executive Director
August 19, 2015

Public Hours

Monday, Tuesday, Thursday, Friday
2:00pm - 8:00pm

Location

205 Keller Street, Suite 102
Petaluma, CA 94952

Mailing address

P.O. Box 2806
Petaluma, CA 94953-2806

Contact

Phone: (707) 773-3190
Fax: (707) 773-4252 - Email: staff@pca.tv
website www.pca.tv & "Petaluma Channel" on facebook

Staff & Board of Directors

The current composition of the PCA Board, until 2015 Elections in September:

Cindy Thomas <i>Chair</i>	Appointed, November 2013 (1 year term)
Kathy Rivas <i>Vice-chair</i>	Elected, October 2014 (3 year term)
Marsha Trent <i>Secretary</i>	Appointed, May 2014 (1 year term)
Neal Fishman <i>Treasurer</i>	Elected, October 2014 (3 year term)
Mark Jaramillo	Elected, October 2014 (3 year term)
Rachel Moran	Elected, October 2012 (3 year term)
Tim Williamsen	City of Petaluma Designate

PCA operates with a staff of six employees:

John Bertucci	Executive Director (<i>Salaried, Full-time</i>)
Zach Smith	Technical Specialist (<i>Regular, Part-time</i>)
Stephanie Glenn	Operations Manager (<i>Regular, Part-time</i>)
Chris Fisher	Outreach Coordinator (<i>Regular, Part-time</i>)
Nellie Magee	Membership Coordinator (<i>Regular, Part-time</i>)
Thomas Harrigan	Programming Director (<i>Regular, Part-time</i>)

PCA also employs a pool of Access Assistants, on call for meeting coverage & operational support:

Francisco Carbajal	Access Assistant (<i>Temporary, Part-time</i>)
Forest Guilietti	Access Assistant (<i>Temporary, Part-time</i>)
Jeanne Sloane	Access Assistant (<i>Temporary, Part-time</i>)
Jesse Serrano	Access Assistant (<i>Temporary, Part-time</i>)
Kenny Montante	Access Assistant (<i>Temporary, Part-time</i>)
Max Brickey	Access Assistant (<i>Temporary, Part-time</i>)
Eric Hardie	Access Assistant (<i>Temporary, Part-time</i>)

- Introduction

Petaluma Community Access, Inc. is a nonprofit membership organization established in 1996 to administer public access television resources for the City of Petaluma. We are essentially funded by cable and Internet PEG Fees, received quarterly. With this funding, PCA has provided important media services to the City, School District and local community for almost twenty years. It must be acknowledged, however, that the financial security this has brought us will not last forever, given current trends in media technology and consumption. Our contingency plan for such an eventuality has been to anchor our impact as a critical contributor to the community and upon this valued standing, develop diversified sources of funding for continued success.

Each year we submit two performance reviews to the City of Petaluma, this year we are submitting them together. The **Annual Report for FY14/15** serves to measure our strengths and success rate in relation to the previous year's plan, as well as describe the defining events and developments that shaped it. The **Plan & Budget for FY15/16** projects our goals and priorities for the fiscal year just begun, the road map for the next 12 months of PCA operations.

Table of Contents

Introduction	pg 2
Proposal: Revised Compliance for Reporting	pg 3
Annual Report for FY14/15:	
Report) Fiduciary Performance	pg 4
Report) Operational Performance	pg 4
Report) Staff Structure	pg 5
Report) Outreach	pg 6
Report) Development	pg 6
Plan & Budget for FY15/16:	
Plan) 5 Year Goals	pg 7
Plan) Operational Performance	pg 7
Plan) Staff Structure	pg 8
Plan) Outreach	pg 8
Plan) Development	pg 8
Summary Notes FY14/15/16:	
PCA Priorities	pg 9
Recommendations	pg 9
Projected Budget	pg 9
Attached Documents:	
Projected Budget for Fiscal Year 2015/16	6 pgs
Budget Performance for June 2014	2 pgs
Budget Performance for June 2015	2 pgs

- Proposal: Revised Compliance for Reporting

Combining the PCA Activities Plan & Budget with the Annual Report, to be delivered as a single document for City review, concentrates and strengthens PCA operations in a number of ways:

- Financials for the closing month of previous fiscal year arrive in July;
- Budget is modified quarterly to account for unexpected demands on the operation;
- Board retreats in January effectively shape and reaffirm our goals each year;
- Board elections occur each September, well after the previous fiscal year has ended;
- Material required for Annual Financial Reviews & Audits are submitted in August;
- July is logical month for producing most efficient annual documents for City review.

For these reasons, PCA requests a **revision to the City Agreement** presently up for renewal:

- That annual compliance requirements for PCA review by the City of Petaluma permit a single August delivery of the two documents here combined.

Annual Report - FY14/15

- Report) Fiduciary Performance

PCA closed Fiscal Year 2014/15 with a **carryover balance** of \$37,876, a healthy sum to have in reserve for the upcoming year. This note of economic fortune, however, corresponds primarily to the regretted departure in the first month of this fiscal year of Zach Smith, a foundational PCA employee for 8 years. No longer our sterling Station Manager, Zach remains employed by PCA as Technical Specialist on call for emergencies and projects.

Zach's departure required immediate redeployment of our **operational resources** to accommodate the most productive workload and performance possible with existing staff. PCA experienced no reduction or disruption of basic services delivered this year, as we concentrated on adapting to the new conditions. Additional unanticipated operational demands, described below, caused some budgeted expenses to surpass projections, but many line item sums were not touched and this contributed to the positive balance in FY14/15 as well.

The most instructive data available for understanding PCA's organizational stability and productive operation is evident in the proportion of PEG Fees to Other Income received. FY14/15 PEG Fees represented 94.6% of our Total Income, with \$243,771 received to Other Income's \$13,798. This ratio has always been of serious concern to PCA and many of the goals and plans developed in this fiscal year were cultivated precisely to diversify our **revenue streams**. These new objectives and initiatives have already begun bearing fruit, promising an exciting upcoming fiscal year.

The quality and consistent functions of the **PCA Board of Directors** is a critical factor responsible for the financial viability and productive longevity of the PCA operation at the Keller St. address. One elected seat is open for election this fiscal year, and efforts are always extended to recruit new Directors for appointed seats. Years ago, PCA tried but failed to reduce the size of the Board by amending our By-Laws. PCA membership is calmer now, and the Board obtains the same desired degree of increased efficiency by declining to fill all appointed seats.

- Report) Operational Performance

PCA's **primary operational obligation** shifted in FY14/15. Service to local producers of broadcast video content, which used to occupy the bulk of our staff hours, now requires significantly fewer resources to assure and has taken secondary priority rank. PCA's primary focus is now firmly fixed on honoring our engagements with the City of Petaluma for meeting coverage. This shift in priorities has been further institutionalized by the fact that efforts in this fiscal year to broaden our financial base have resulted in PCA becoming responsible for meeting coverage in the cities of Rohnert Park and Cotati, as well as Petaluma.

With this shift, the staff member assigned to manage meeting coverage for three cities becomes a critical link in our success as an organization. The **PCA Outreach Coordinator** has always handled relations with outside entities, organizational partners, the press and general public. Chris Fisher adapted impressively to expanding duties this year, coordinating and maintaining reliable service to our multiple government clients.

PCA maintained an uninterrupted television broadcast signal throughout the past year, offering locally produced and externally submitted video content to residents of Petaluma on basic cable

and the internet, along with “On-Demand” viewing of selected programming on the PCA website. We continue to devote considerable staff time to our **traditional public event productions**, the parades and high school graduations, as well as providing local business and nonprofit partners with technical and creative support. This year, building on the success of our Final Cut Pro X video editing classes, we welcomed student and business group visits, hosted a youth summer camp and brought in guests speakers for a series of media lectures.

PCA also has a **Production for Hire** service that periodically brings us interesting community oriented work to do, and extra income. Enthusiastically welcoming and helping our clients, the member producers who regularly use our equipment, as well as newcomers with a lot to learn, remains a consistent point of pride for us.

For more than a decade, PCA has worked to obtain a low power FM (LPFM) radio license. This goal was finally accomplished in FY14/15. The **PCA Radio Project** application was approved by the FCC as a "mutually exclusive" license, meaning that we will have shared broadcast time with 2 other applicants, Sonoma and Napa. A weekly grid for designated use of the 103.3 frequency was drafted in a meeting convened at PCA in December, 2014, and the call letters KPCA were secured for our broadcasts.

- Report) Staff Structure

A major reappraisal of our **operational stability** and the way we function as a team was imposed this year by the departure of a key employee, our Station Manager. The urgency of this transition forced us to develop a more accurate set of departmental expectations. Job 'descriptions' were allowed to adapt naturally to the new conditions and obligations, with different departments gradually assuming augmented or diminished value to the overall functioning of PCA.

The approved payroll budget for FY14/15 was \$161,085, and **staff pay rates** have been reinforced accordingly. The proportional redistribution of human resources gradually determined over the course of this past year is demonstrated in this redistribution of the PCA payroll budget:

	FY14/15	FY15/16
Tech Specialist	\$ 10,400	\$ 10,608
Operations Manager	\$ 18,928	\$ 20,475
Program Director	\$ 23,712	\$ 19,760
Outreach Coordinator	\$ 21,632	\$ 24,219
Member Coordinator	\$ 18,720	\$ 22,646
Access Assistants	\$ 8,736	\$ 10,530
Executive Director	\$ 56,520	\$ 57,840
Total Payroll	\$158,648	\$166,078

Staff roles for the optimum administrative and operational structure for PCA's continued success as a productive community media resource have been renewed as follows:

- Technical Specialist** ... *technical & operational consulting & development, special projects*
- Operations Manager** ... *technical infrastructure, equipment inventory, training, staff procedures*
- Membership Coordinator** ... *membership procedures, Board relations, administrative & office*
- Outreach Coordinator** ... *City meeting coverage, web & social media, press & promotional*
- Program Director** ... *broadcast signal & schedule, content library, staff support*

- Report) Outreach

As described above, our outreach department is dedicated to delivering efficient and reliable service to the cities with whom we have entered into meeting coverage agreements. Still, we've always devoted careful attention to anchoring and enhancing the **public image** we project as a constant, useful, friendly and vitally important community resource and that will continue. Good work over a period of time becomes accepted common knowledge, and word of mouth passed on by satisfied clients, members and the public remains our most productive promotional mechanism.

We considerably boosted our activity on **social media** platforms this year, recognizing that Facebook, for example, is simply an additional and quite useful communications resource, offering new access to our community. More than an easy self-promotion tool, it is a logical extension of our on-air Bulletin Board for sharing local announcements, links to media related stories, creative and instructive videos and community building information.

With the departure of our Station Manager in July last year, our **traditional commitments** to cover the High School Graduations and the Butter & Egg Days Parade this year were nearly discontinued. Fortunately, Zach agreed to assure all four field productions, the Petaluma Downtown Association made us in-kind sponsors, boosting public recognition of our annual contribution, and Chris finally got a note about PCA graduation DVDs for sale into the programs. We've already sold 40 copies, while in past years we averaged about 5.

- Report) Development

There are a number of crucial organizational, financial and perhaps legal issues yet to resolve as we decide how to integrate a viable and vibrant **Radio Project** into our ongoing PCA operations. We've already entered into a general agreement with Santa Rosa Junior College to install our transmitter on the Petaluma Campus, but greater collaboration is possible should SRJC see this as an opportunity to eventually offer an accredited curriculum for radio production.

We are exploring possible negotiations to eliminate or at least reduce the **FCC requirements** for sharing our frequency with Sonoma and Napa. The installation process is proceeding smoothly, with Zach remaining in charge. Defining and implementing the actual operational structure for on-going radio productions, broadcasts, equipment maintenance, and staffing, however, remain to be accomplished.

Cindy Thomas, PCA Board Chair for 7 years, was also involved in PCA's original efforts to obtain an LPFM broadcast license. When the question of funding PCA's Radio Project came up at Board retreat last fiscal year, she proposed that we initiate an annual **signature fundraiser** to fund it. The idea of mounting a public event to watch the Oscar Night program was agreed upon and the initiative eventually christened "The Envelope Please..."

Those of us working at PCA, on the Board and as Staff are fully invested in the belief that a truly **healthy community** depends on the very services and contributions we bring to the table. Helping the people of Petaluma communicate better and more often with each other, learning new skills in the process, is our mission. Home grown media access, be it to make television, radio, internet media, or smoke signals (!) empowers civic participation, brings people closer, and broadens our cultural horizons.

Plan & Budget - FY15/16

- Plan) Organizational Goals

For the past few years, the PCA Board has held offsite retreats in December or January to set annual goals and renew a collective commitment to the PCA mission and its best administration. This fiscal year we established a **three-year-plan** for the organization:

PCA Goals

Established at PCA Board Retreat, February 21, 2015

All goals operational at outset, with anticipated achievement targeted as follows:

YEAR 1 - 2015

- 1) PCA content production, staff produced local & Studio programming
 - *Minimum of 4 hours of PCA produced content per month (not counting Gov't programming)*
- 2) Signature fundraiser: Oscar Night, developed for inauguration in Feb. 2016
 - *Goal = \$5,000 and 200 attendees first year, \$8,000 and 300 attendees the second*
- 3) Staff structure/procedures/culture, developed & reinforced
 - *Restructure Regular Staff payroll budget to permit minimum living wage salaries by July 2015*
 - *Renew 5 year Agreement with the City, signed in November 2015*
 - *Review & update PCA Policies document & Member Handbook this fiscal year*

YEAR 2 - 2016

- 4) LPFM Radio, transmitter installed, operations defined, broadcasting
 - *Currently developing time-shared broadcast, transmitter location & SRJC partnership*
 - *Begin equipment purchase & installation in August 2015*
 - *Operational structure established & 1st test broadcast February 2016*
- 5) Increased active membership, nonprofit partnerships & local business services
 - *Local productions generating at least 2 hours of original content per month*
 - *1 hour per month produced in partnership with business & nonprofit organizations*

YEAR 3 - 2017

- 6) Board & Staff continuity, longevity & organizational solidarity
 - *Retain employees for minimum of 2, hopefully 3, years*
 - *Board Directors to fill their elected/appointed durations*

- Plan) Operational Performance

PCA's nonprofit media access operation is entirely dependent on the PEG Fees that pass through the City of Petaluma. **Diversified income streams** are to be established this year, in revenues from expanded City meeting coverage, the annual signature fundraiser, grant applications, paid services, and energetic efforts to enhance our positive impact on the community.

PCA has effectively restructured its operation and stands ready to efficiently meet expectations in a renewed **5 year Agreement with the City of Petaluma**. At present, PCA is billing the City of Petaluma \$13.50 per hour of service, the Petaluma School District \$15.00 per hour, and the new cities we serve, Rohnert Park and Cotati, \$60.00 per hour. We hope there will be an opportunity to review these figures in the process of renewing our Agreement with the City, permitting us to request an increase in per hour costs.

The **KPCA Radio Project** will get a strong promotional launch, but durable success depends on the foundation laid for it to function as a viable component of PCA's mission with proper accounting practices. We are proud to be able to offer additional media access from which the community can benefit, with obvious utility for emergency (EOC) communications.

- Plan) Staff Structure

PCA is a fairly unique operation and persistent **staff turnover** reflects this distinction. Unique people are thus needed to fill our staff positions with loyal, happy and productive employees. Those who fit and stay are greatly appreciated, trusted and receive punctual raises as the budget allows. Daily experience with the roles and duties that shifted last year will be monitored closely as staff master and formalize effective operating procedures this year.

At this writing, Stephanie Glenn has just been hired to replace Will Reed as Operations Manager and Peter Lee has joined our **Access Assistant pool**. With the rapid hiring of more temporary 'on-call' staff to meet the increased number of City meetings to cover, PCA started this fiscal year with twice as many employees as last year, with a corresponding increase in payroll procedures.

- Plan) Outreach

PCA began covering Rohnert Park City meetings on January 13, 2015, and those of Cotati on July 28, 2015, a remarkable demonstration of organizational growth. The value of maintaining prompt and reliable **professional relations** with 3 Sonoma County cities cannot be underestimated.

Social Media remains a vigorous priority, as an additional media broadcast platform for sharing community information and interests, as well as **projecting our image** as the positive, multi-faceted media resource of Petaluma, offering cable & internet television, on demand viewing, local video production equipment, training classes, and soon radio.

- Plan) Development

The **KPCA Radio Project** may be the most exciting operational challenge for us to master in this coming fiscal year. Defining and instituting a secure organizational structure for the long-term administration of our LPFM radio station is critical this year, our initial 18 months licensed period expires in February 2016. While this application period can be extended for another 18 months if installation has been delayed, it is our intention to have initial broadcasts on the air at that time.

The Board committee dedicated to organizing the "**The Envelope Please...**" signature fundraiser, also for February 2016, is vigorously preparing for the event and the Mystic Theater has been secured as the venue. Staff is peripherally involved in this project, with the exception of Nellie Magee acting as staff/Board liason, but on February 28, 2016, almost everyone in Petaluma, including all adult PCA staff, will want to be there!

Currently undergoing final review, a revised and updated **PCA Member's Handbook** will soon be available to facilitate integration of new members into the way things are done at PCA. As our new operational functions stabilize, a number of modifications to the Policies & Procedures will also be necessary: new Sick Leave requirements, Living Wage & Social Media policies, etc.

Membership has decreased significantly from last year, with 115 members enrolled at Date of Record 9/5/14, and a present count of 87, as of 8/14/15. This likely reflects the evolving media needs of our community and underscores our shift in operational priorities, but certainly calls for more strenuous promotion of what we have to offer, to attract more **active members** producing local content.

Summary Notes - FY14/15/16

- *PCA Priorities*

- 1) Secure Technical Infrastructure
- 2) Reliable City Meeting Coverage
- 3) Consistent Service & Local Impact
- 4) Board & Staff Investment in PCA

- *Recommendations*

- A. Initiate Living Wage Policy
- B. Constantly engage in the Community
- C. Launch Radio Project with Signature Fundraiser

- *Projected FY15/16 Budget*

The attached Budget for Fiscal Year 2015/16 was approved by the PCA Board of Directors on August 18, 2015. It includes a number of blank lines for anticipated radio expenses and income sources, items and accurate sum totals having yet to be determined. Sum totals for normal PCA income, payroll and operating expenses reflect our shifted operational priorities as defined above. **Budget review** occurs quarterly at PCA, doing the best we can with what we've got.

Attached Documents

- Projected Budget for FY15/16
- PCA Budget Performance for June 2014
- PCA Budget Performance for June 2015