

Strategic Overview 2018-2020

Situation Analysis/Statement of Challenge or Opportunity

The PRSA Phoenix Chapter has made positive efforts over the last two years to implement and advance the strategic plan developed for the previous plan period. During this time, we have maintained a strong professional development program (educational luncheons, media breakfasts, networking events) and engagement with our members and prospects through social media and E-Talk. Over the course of the strategic plan, the positive experience score in our professional development sessions has also garnered an average of four of five points.

In 2017, we also increased focus on sponsorships over previous years, showing an approximate 29% growth in general sponsorship revenue from the prior year. We also streamlined the process to aggregate all sponsorships (Chapter and Copper Anvil) as part of the Incoming President's roles and responsibilities going into 2018.

Our efforts to better support PRSSA at both ASU and NAU have seen a number of positive changes as well, with increased panel interviews and programming activities, all of which will help increase our pipeline for new members and entry-level employees for the industry.

Lastly, our Copper Anvil awards recognition program accomplished all of the objectives outlined in the plan, which honored outstanding excellence in public relations.

While we had several notable accomplishments during the 2015-2017 plan, we were not without a few challenges: minimal increases in membership and greater demand for volunteers. Since development of the strategic plan in 2014, we've seen a dramatic decrease in membership, now hovering at less than 250 members. This is mostly due to the redefining of boundaries and requirements recently reset by PRSA National. We additionally continue to observe work/life balance pressure among our membership base, which has limited our volunteer pipeline and our ability to strongly execute on a number of activities.

In an effort to curtail these challenges, our strategic plan focus for the 2018-2020 plan year will be on member retention and recruitment as well as volunteer opportunities, with a specific focus on improved programming and how we value and support our members and volunteers. Without members and volunteers as our two capstones to the Chapter, we would be unable to provide lifelong learning opportunities that further enhance excellence in public relations, community involvement and networking opportunities, and a strong advocacy program.

In line with this, PRSA Phoenix will provide focus in the following areas:

- Growing membership by at least 5% year over year (based on our current membership number of 237 as of December 2017 and 248 as of 2016) in order to nurture new talent and foster networking and professional development with mid-level/master practitioners.
- Growing our volunteer pipeline by 5% year over year which offers professional development, community involvement, and networking opportunities.
- Strengthening the chapter with several planned initiatives including:
 - at least one programming event focused on Tier 1 media engagement
 - evaluating web conferencing as an alternative method for attending programming events
 - at least one diversity and inclusion event per year;
 - a 2018 salary survey
 - exclusive membership benefits
 - at least two national speakers each year; and
 - preparation for hosting the Western District Conference in 2019

| <i>Chapter Strengths</i> | <i>Chapter Growth Opportunities</i> |
|---|--|
| <ul style="list-style-type: none"> • A leading professional association • Stability; financial strength • Member communication | <ul style="list-style-type: none"> • Reaching more prospects working in the field (horizontal growth) • Reaching more prospects outside the field (lateral |

| | |
|--|--|
| <ul style="list-style-type: none"> • Programs • APR program • Support offered to students • Job bank • Volunteer opportunities • Electronic newsletter • Meet the media programs • A longstanding and robust local industry awards program • Digital Communications • Chapter representation on District and National boards, committees, sections | <p>growth)</p> <ul style="list-style-type: none"> • Strengthening relationships between PRSA Phoenix and two student chapters: Northern Arizona University PRSSA (Flagstaff, AZ) and Arizona State University PRSSA (Phoenix, AZ) • Copper Anvil Awards, specifically increasing entries and award ceremony attendees • Positioning the chapter as an expert resource to local news media, etc. • Website/chapter social media use among members • Programming and involvement of special interest groups • Exclusive member offerings and increasing the value of membership • Increasing the number of APR professionals locally • Range of member experience: APRs, longevity in the field, diversity |
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PRSA Vision

To create an exceptional member experience that educates, inspires, guides and galvanizes a diverse community of ethical, strategic communications professionals.

PRSA International Mission

PRSA makes communications professionals smarter, better prepared and more connected through all stages of their career.

PRSA Phoenix Vision

To create an exceptional member experience which promotes lifelong learning to professionals at all levels, stands for diversity and inclusion, and upholds ethical values.

PRSA Phoenix Mission

As the preeminent association for public relations and communications professionals in central and northern Arizona, PRSA Phoenix empowers a diverse community of members at every stage of their career with the knowledge and resources to advocate for the profession, achieve ethical and professional excellence, and drive strategic outcomes of their organizations.

Goals: 2018-2020

- Education
 - Deliver exceptional and diverse lifelong learning opportunities focused on best practices in integrated communications, including PR, marketing, digital communications, online marketing and advertising.
- Communities
 - Establish partnerships with multi-disciplinary organizations to provide “cross training” opportunities to enhance professional development.
- Excellence
 - Be a best-in-class member organization where PRSA Phoenix leadership, volunteers and members collaborate to ensure success.
- Advocacy
 - Partner with other organizations to demonstrate how high ethical standards drive business success.
- Growth

- o Enable organizational growth and excellence by providing members with tools, resources, networking connections and leadership skills to cultivate an environment of success.

Goal: Education

Deliver exceptional and diverse lifelong learning opportunities focused on best practices in integrated communications, including PR, marketing, digital communications, online marketing and advertising.

Objective: Respond to the market for professional development and learning opportunities with ongoing programming activities and outcomes measured by increased attendance, diversity of topics, multiple channel offerings and competitive pricing options.

1. Supporting Action: Further develop a framework to elevate relevancy and value and targeting professional development (PD) to career stages, specialization and industry.
2. Supporting Action: Broaden content expertise by expanding pool of presenters and diversity in topics to inspire discussion and debate, such as public relations experts and national leaders, tier 1 media, integrated communications and marketing, digital communications and social media strategy, and influencer relations.
3. Supporting Action: Market and promote learning opportunities to both members and non-members using the PRSA website, E-talk, blog, social media/digital communications, web conferencing and video/graphic narratives.
4. Supporting Action: Invest in learning full Eventbrite capabilities to better streamline processes.
5. Supporting Action: Continue to support external professional development opportunities and organizations that can be promoted by the Chapter in its various marketing efforts, i.e., E-Talk, social media/digital communications and website

Objective: Ensure that 80% of the attendees of programs through 2020 are indicating that they have received a rich, intensive learning experience, including peer-to-peer networking; opportunities to explore industry products, services and trends; motivational and inspirational presenters; and roundtable or panel discussions.

1. Supporting Action: Utilize an immediate survey following each event to measure outcomes noted above.

Objective: Explore and leverage the value of APR certification and continue to grow by 1% each year.

1. Supporting Action: Develop an APR candidate pipeline with the help of Master Practitioners and current APRs; create opportunities for mentoring during each study process.
2. Supporting Action: Cultivate ways for APRs to maintain certification and encourage longstanding membership as the only way to maintain APR status.
3. Supporting Action: Promote the distinction of APR certification as well as upcoming examinations in various chapter programming and communication vehicles and expand promotion of APR to include outside media opportunities.
4. Supporting Action: Offer an APR specific programming option at least once a year; how to or the importance of APR session.

Goal: Communities

Establish partnerships with multi-disciplinary organizations to provide “cross training” opportunities to enhance professional development.

Objective: Provide at least 12 virtual and face-to-face networking opportunities each year, with the perceived outcome from members that these opportunities have increased the value of their PRSA membership, extended their peer networks and enhanced their career opportunities.

1. Supporting Action: Provide flexible programming options to appeal to the membership including providing at least one virtual programming option each year the first year and increase to at least two by 2020.
2. Supporting Action: Continue to provide segmented networking opportunities in special vertical market areas, specializations and career stages, and determine how best to evaluate and support these opportunities, i.e., New Pros, Masters.
3. Supporting Action: Maintain relationships between job seekers and employers through the virtual, local Job Bank.

Objective: Each year, contact at least 50 public relations practitioners including potential new members, former members and active members with the desired result that PRSA Phoenix increases its growth in new membership by 5%.

1. Supporting Action: Identify and assess opportunities to grow chapter membership.
2. Supporting Action: Continue to identify and assess member retention initiatives.
3. Supporting Action: Continue to identify and assess membership lapses and discontinuations.
4. Supporting Action: Identify and recognize member milestones and anniversaries in internal and external communications and at events.
5. Supporting Action: Identify and provide at least one members-only programming option.
6. Supporting Action: Identify open volunteer positions and focus on integrating new members into volunteer roles.

Objective: Each year, have two meetings with the PRSSA ASU and NAU chapters and their boards to identify strategies to strengthen the relationship with their members. The desired outcomes of these meetings would be a 5% increase of PRSSA members who transition to either PRSA National or PRSA Phoenix members by 2020.

1. Supporting Action: Provide networking and educational opportunities between ASU and NAU PRSSA chapters and the professional chapter.
2. Supporting Action: Maintain scholarships to PRSSA students.
3. Supporting Action: Budget permitting, provide financial support to PRSSA chapters for attendance at national conference.
4. Supporting Action: Baseline PRSSA to PRSA National membership conversions.

Objective: Enhance Chapter’s commitment to Diversity practices.

1. Supporting Action: Support Society’s Diversity mission statement, objectives and strategies in all local initiatives and organizational excellence.
2. Supporting Action: Continue to elevate Diversity initiatives via Chapter Diversity Representative or Professional Development Cluster Representative.

Objective: Promote PRSA District and Section learning opportunities.

1. Supporting Action: Support District and Section information in monthly E-Talk, on the PRSA Phoenix website and through our social media channels.
2. Create a path to leadership for members interested in district, national and section opportunities.

Objective: Continue to raise the bar for professional excellence through PRSA award programs.

1. Supporting Action: Honor outstanding achievements in public relations and PRSA leadership through annual Copper Anvils program.
2. Supporting Action: Attract Copper Anvil entries annually from a diverse group of local industry professionals.
3. Supporting Action: Continue to attract judges for other chapter awards programs from a diverse group of local industry professionals each year.
4. Supporting Action: Honor outstanding achievements in public relations and PRSA leadership through the Percy Award as outlined in Chapter's bylaws.
5. Supporting Action: Support and promote the Society's various call for entries.
6. Supporting Action: Budget providing, offer a scholarship program by which chapter members in good standing can apply to a receive funding to attend the International Conference and the Western District Conference.
7. Supporting Action: Continue to make the Copper Anvils application process easier by offering an online entry process; upload option via Dropbox and Google Drive.
8. Supporting Action: Submit for the annual Western District awards to help promote the Phoenix Chapter as one of the Best in the West.

Goal: Excellence

Be a best-in-class member organization where PRSA Phoenix leadership, volunteers and members collaborate to ensure success.

Objective: Facilitate knowledge transfer through digital communications that promote and encourage interactive dialogue by December 2020.

1. Supporting Action: Continue to include latest ideas, techniques and best practices in all programming efforts.
2. Supporting Action: Continue to deliver digital communications/social media in the most efficient, effective and engaging formats possible.
3. Supporting Action: Engage our social media audience beyond events, with sharing of articles, best practices and other industry news.

Objective: Foster a strong member-service culture using feedback, research and analytics to support the Society's strategic and operational plans.

1. Supporting Action: Develop and foster local research efforts, such as salary surveys, demographic and psychographic membership assessments for effectiveness in diverse programs.

Objective: Increase recruitment and retention of volunteers in the chapter.

1. Supporting Action: Actively recruit new volunteers through Membership Cluster welcome emails, at networking events, in E-Talk and at other applicable events.
2. Supporting Action: Acknowledge chapter volunteers at the beginning of each event and at the chapter's annual holiday party. Recognize volunteers with an annual gift of appreciation.
3. Supporting Action: Evaluate feedback from volunteers at the end of the year through a volunteer survey (incorporate volunteer survey into member survey).

Goal: Advocacy

Partner with other organizations to demonstrate how high ethical standards drive business success.

Objective: Increase awareness of key advocacy issues to internal and external audiences as they relate to PRSA and the profession.

1. Supporting Action: Educate local media, business and organizational leaders, government, nonprofit communities, other influencers and the public about the value the public relations profession delivers to organizations and society.
2. Supporting Action: Develop and evaluate internal programming geared toward the definition of advocacy and/or current PRSA advocacy issues each year.
3. Supporting Action: Honor and promote/publicize outstanding achievement in advocacy through the Phoenix Award presentation.
4. Supporting Action: Generate dialogue on critical issues through traditional and digital communications/social media channels.
5. Support Action: Integrate the objective of public relations advocacy into the communications/reputation management plan created for the chapter.

Objective: Uphold, elevate and promote the PRSA Code of Ethics as the professional standard reflecting core values and principles that define the profession and guide the practice.

1. Supporting Action: To comment locally through different vehicles on current issues having ethical implications for the profession.
2. Supporting Action: Support Society's Ethics initiatives in local programming and public relations efforts.
3. Supporting Action: Continue to develop internal programming geared toward the definition of ethics and current trends, case studies, etc.

Goal: Growth

Enable organizational growth and excellence by providing members with tools, resources, networking connections and leadership skills to cultivate an environment of success.

Objective: Foster a strong commitment to customer service.

1. Supporting Action: Respond to all chapter queries from members, prospective members, chapter leadership, sponsors and other industry professionals within 24 hours.

Objective: By the end of each year, measure website traffic and visitor interests.

1. Supporting Action: Incorporate Google Analytics into web coding.
2. Supporting Action: Social Media engagement

Objective: Integrate the PRSA voice, vision and values as established by National to communicate a unified brand to members and the profession.

1. Supporting Action: Create uniform messaging and communication strategies across the Chapter.

Objective: Develop a commitment to analysis and feedback.

1. Supporting Action: Benchmark PRSA Phoenix efficacy against itself and other professional associations.
2. Supporting Action: Review evaluations each year and revise as necessary to further measure Chapter's objectives.

Objective: Create a modern, flexible, efficient system of governance for the chapter.

1. Supporting Action: Recruit board members with a desired and demonstrated commitment to give back to the chapter. Each member will be required to sign a board-commitment statement.
2. Supporting Action: Maintain governance in all areas as stated in the Chapter's bylaws.
3. Supporting Action: Create and maintain a calendar that establishes deadlines for programming, sponsorship, marketing and other decisions earlier in the planning cycle.

Objective: Maintain the Chapter's fiscal strength.

1. Supporting Action: Maintain business models employed at the macro and micro levels for relevance, effectiveness and flexibility.
2. Supporting Action: Maintain all internal controls and update/implement as appropriate.
3. Supporting Action: Maintain financial and operational "dashboard indicators" that present a concise summary of the Chapter's financial health at monthly board meetings.
4. Supporting Action: Continue to use QuickBooks accounting software as necessary to track financials, including sales, income, expenses, and overall company growth.
5. Supporting Action: Present a concise and transparent summary of the Chapter's financial health to members during Annual Meeting.
6. Supporting Action: Review current dues structure annually and propose options to maximize member value while maintaining revenue stream.
7. Supporting Action: Review current programming fees structure and propose options to maximize member and non-member value while maintaining revenue stream.
8. Supporting Action: Review and recommend investment policy updates to maximize long-term growth of net assets while maintaining a minimum income distribution to annual operating needs.
9. Supporting Action: Review budgeting approach and implement changes that will enable realistic financial goals with appropriate contribution to net asset building.

10. Supporting Action: Review all spending policies for appropriateness and implement changes to maximize benefits returned on funds expended.

Key Performance Indicators (KPIs)

How we determine that we are achieving our goals

Membership

- Membership Totals – Growth %
- Membership Retention
- PRSSA Conversion
- # APRs/Growth % APRs
- Diversity audit

Financial

- Dues Revenue
- Average Income/Member
- Event Revenue/Profit

Quality

- Membership/Customer Satisfaction
 - Overall Measure
 - PD Evaluation
 - Signature Event(s) Evaluation

Impact

- Web Traffic
- Effectiveness of Advocacy Initiatives
- Event Survey and Annual Survey results

PRSA Phoenix 2018 Strategic Planning Review Committee

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