



2011 Operating Plan

There are several major reasons why people join a professional organization:

- Personal and professional development resources.
- Networking opportunities.
- Professional certification that can help their career.
- Service and support from a national organization.
- Opportunities to develop one's leadership skills.
- Member publications and information.

PBMA has been active and successful in all of these areas and, in fact, has included most of them in past strategic planning activities.

In developing the 2011 PBMA Operating Plan, the PBMA board of directors and its executive director need to address these needs as well as those affecting the financial health of the organization.

The PBMA mission statement embraces the need to provide public media professionals with valued business leadership and professional development while fostering the exchange of information and knowledge.

Specific goals supporting that mission for the next fiscal year are:

- Provide for sustainability and insure PBMA's financial and operational viability.
- Maintain effective and regular communication with the membership.
- Provide networking and professional development opportunities.
- Continue to provide opportunities for professional certification.
- Develop a process for effective representation of the membership and to protect the views of individual members.
- Review and update the PBMA strategic plan

Objectives associated with the goals will include:

Provide for sustainability and insure PBMA's financial and operational viability

This objective is critical to the success of PBMA. Economic factors affect that success. Baselines for these goals are an average of the FY 2009 and FY 2010 final numbers. The membership average is 177. The annual conference's paid attendance average is 124. The underwriting support average is \$45,000. Plans are continuing to explore potential partners

for the May/June 2011 PBMA conference with discussion to take place at the June 4, 2010 Board meeting.

- Increase membership in PBMA by 10% (or 18 new members) through recruitment of new or lapsed members
- Increase PBMA annual conference attendance by 10% (or 13 registrants)
- Increase PBMA annual conference underwriting by 10% (or \$4,500)
- By June 2011, review the 2011 PBMA conference partners (if any) and look at partnering on the 2012 PBMA conference

Maintain effective and regular communication with the membership

PBMA currently produces and mails the weekly e-newsletter BottomLine to the membership. In addition, members receive weekly emails and e-cards about various professional development activities.

- Determine the appropriate level of member communication through at least one survey of the membership
- Promote opportunities for professional development to the membership through email and print promotion at least monthly
- Survey the membership at least once during the year on important issues and report results to the board and membership
- By January 2011, explore social networking options for communication and develop a plan, if appropriate
- By the November 2010 PBMA board meeting, explore other two-way forms of communication
- Survey the membership at the annual 2011 PBMA membership meeting on future direction

Provide networking and professional development opportunities

PBMA currently provides a variety of professional development opportunities for the membership including face-to-face training, an annual conference, telephone discussion opportunities, and telephone/web-based training.

- Plan, promote and execute the PBMA May/June 2011 annual conference
- Explore and execute at least one alternative means for face-to-face professional development
- Plan, promote and execute at least ten web or telephone-based professional development activities for the membership
- Develop networking opportunities as a part of the 2011 annual conference by setting up new face-to-face communication opportunities
- Plan at least four conference calls for the PBMA membership to participate in group discussion

Continue to provide opportunities for professional certification

Continuing education opportunities have been identified as important by the PBMA membership. This year, PBMA continued to be certified to grant CPE credits for many of the training opportunities.

- Renew CPE certification through the National Board of State Accountancy (NASBA)

Develop a process for effective representation of the membership and to protect the views of individual members

A more meaningful engagement with the national organizations was named an important activity for PBMA in the 2007 Strategic Plan.

- The PBMA executive director will be more visible, both with the membership and externally
- Work with *ex officio* board members to increase credibility with the national organizations
- By November 2010, identify at least two key opportunities for national representation/discussion and inclusion in national dialogue.
- By June 2011, increase external awareness of PBMA by focusing on alternative forms of promotion

Review and update the PBMA Strategic Plan

The current version of the PBMA strategic plan was developed and adopted at the May 2007 meeting and modified in Spring/Summer 2008. In these economic times, it is prudent for an organization to review and revise its strategic plan every 2-3 years.

- Develop a timetable for the strategic plan review
- Review the final 2007 and revised 2008 versions of the PBMA strategic plan during the November 2010 face-to-face meeting