



# 2024-2025 Strategic Plan

# Strategic Planning Committee

- **Caroline Huston, APR** – President
- **Daniel Groce, APR**– President-Elect
- **Melissa Smith, APR** – Treasurer
- **Lauren Powers** – Secretary
- **Rocio Rivera, APR**– Board Liaison, Annual Conference
- **Denise Ward, APR** – Annual Conference Committee Co-Chair
- **John Walker** – Past President
- **Victoria Stanton** – Chapter Administrator

# Timeline

**Kickoff Strategic Planning**  
**Begin Research / Situation Analysis**

**July**

**August**

**Sept. 12: Final Strategic Plan w/ Committee**

**September**

**October**

**Share with Chapter**  
**Begin operationalizing**

**January**

**Aug. 11: Review SWOT analyses for each focus area**

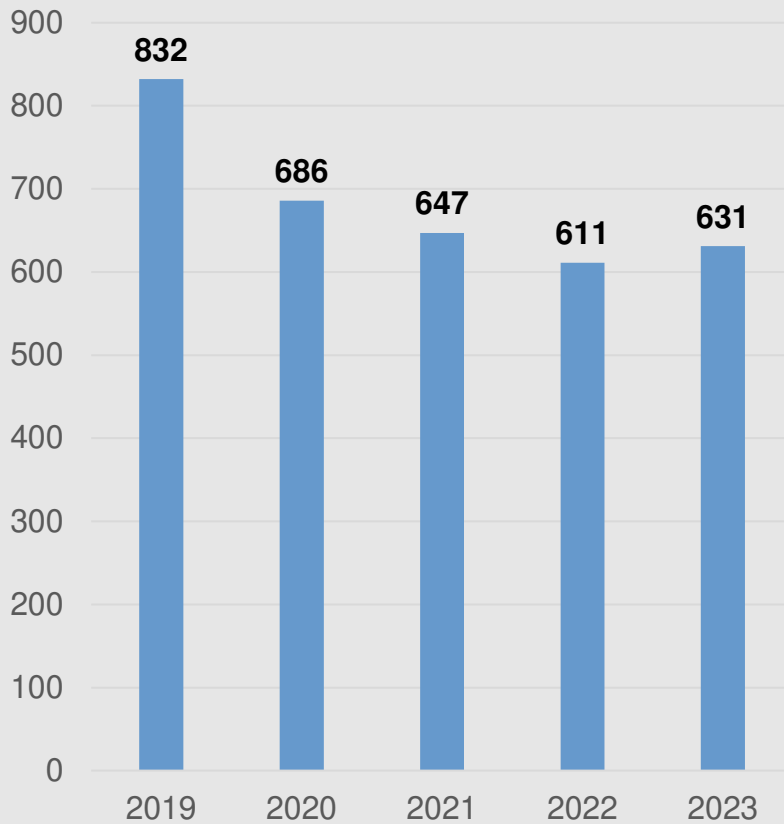
**Aug. 30: Group Review of Strategic Plan Deck**

**Oct. 25: Present to PRSA Board of Directors**

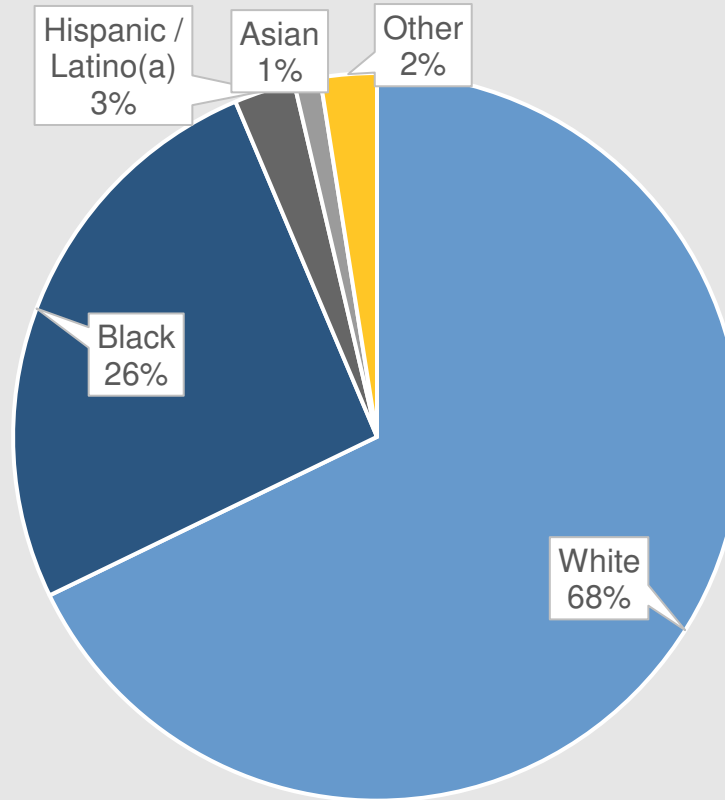
**Nov. 10: Board Liaisons collect committee feedback**

# Where we are today: Membership

### Membership

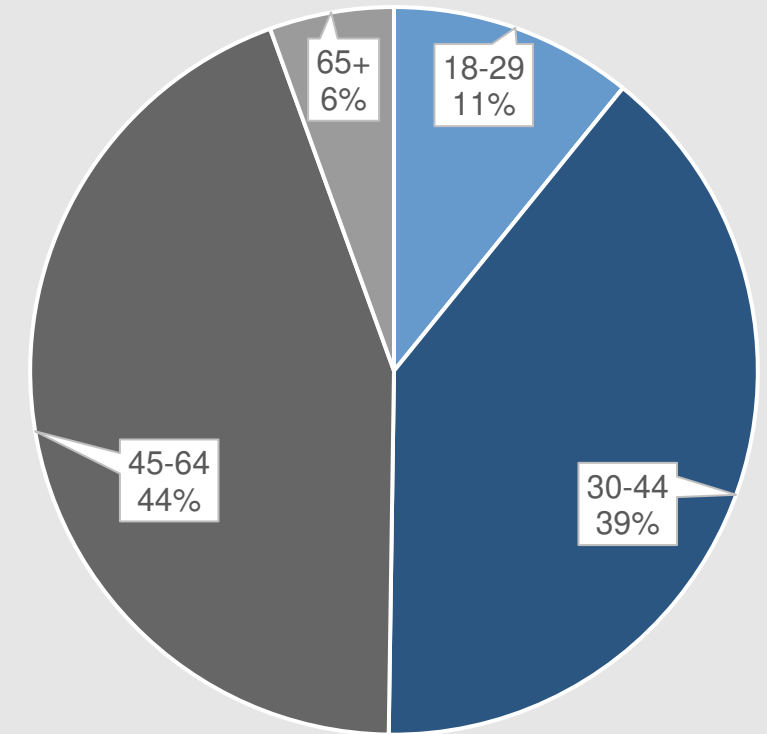


### Race / Ethnicity



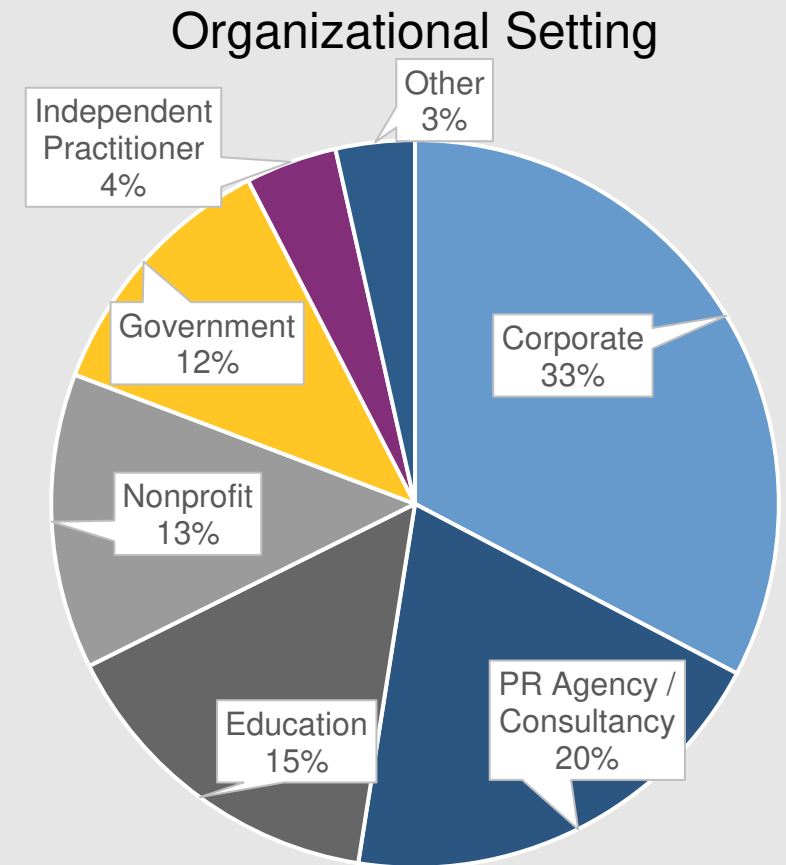
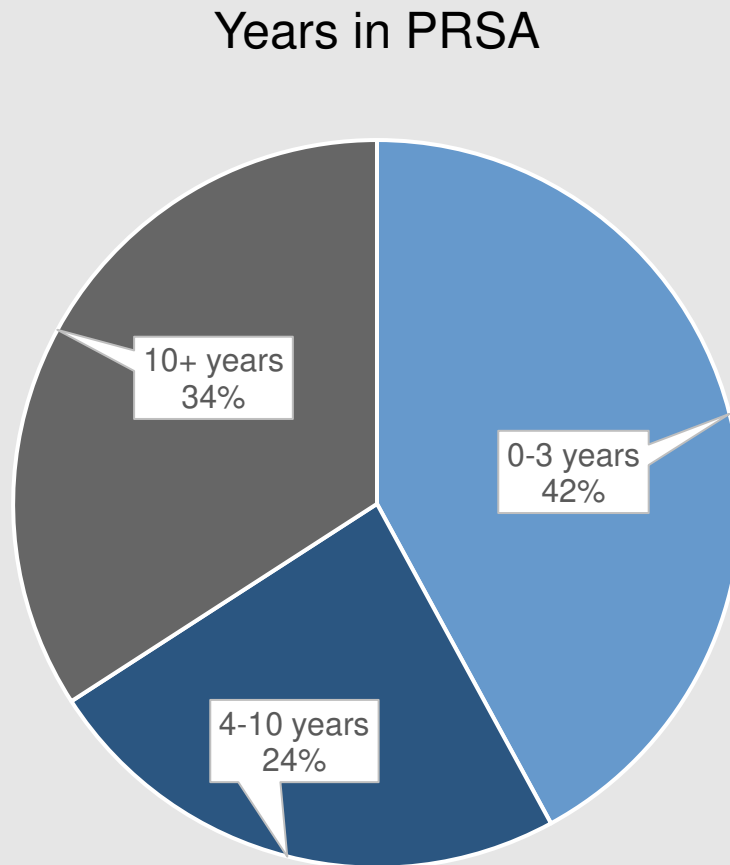
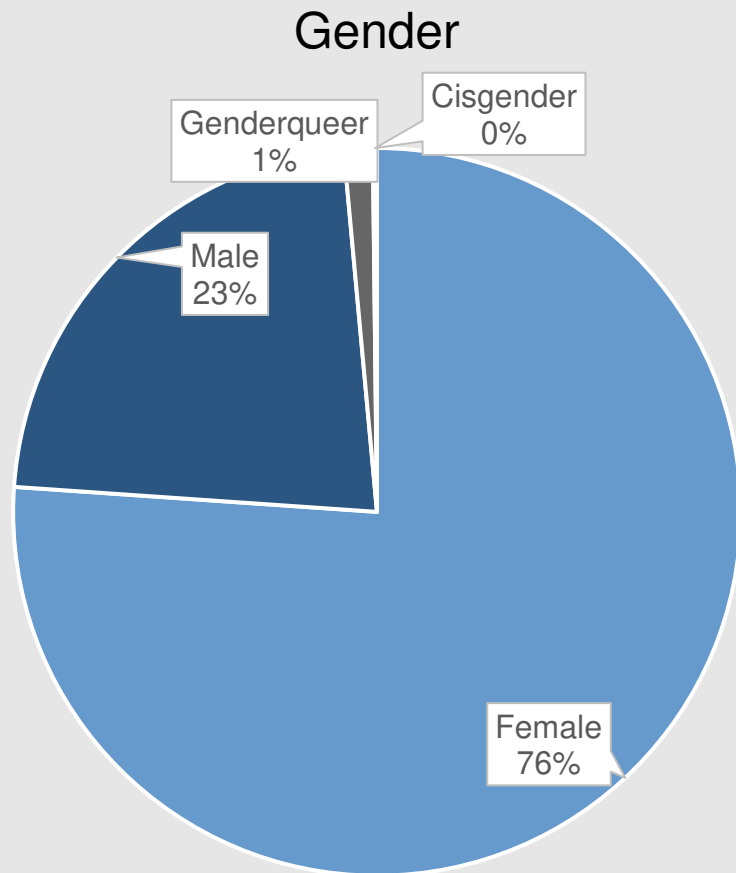
*\*116 members (~18%) have not shared this data since PRSA added the option to do so*

### Age



*\*169 members (~25%) have not shared this data since PRSA added the option to do so*

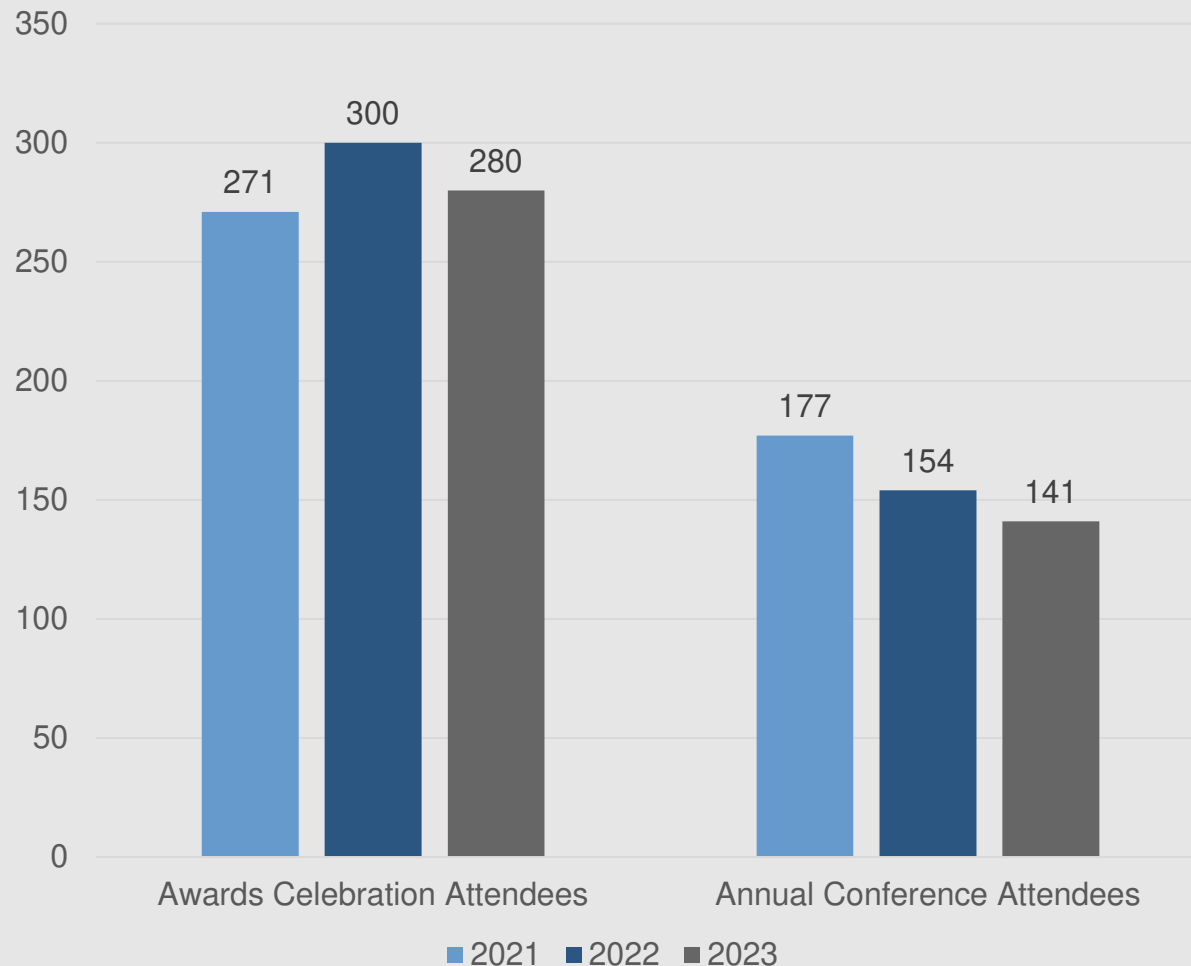
# Where we are today: Membership



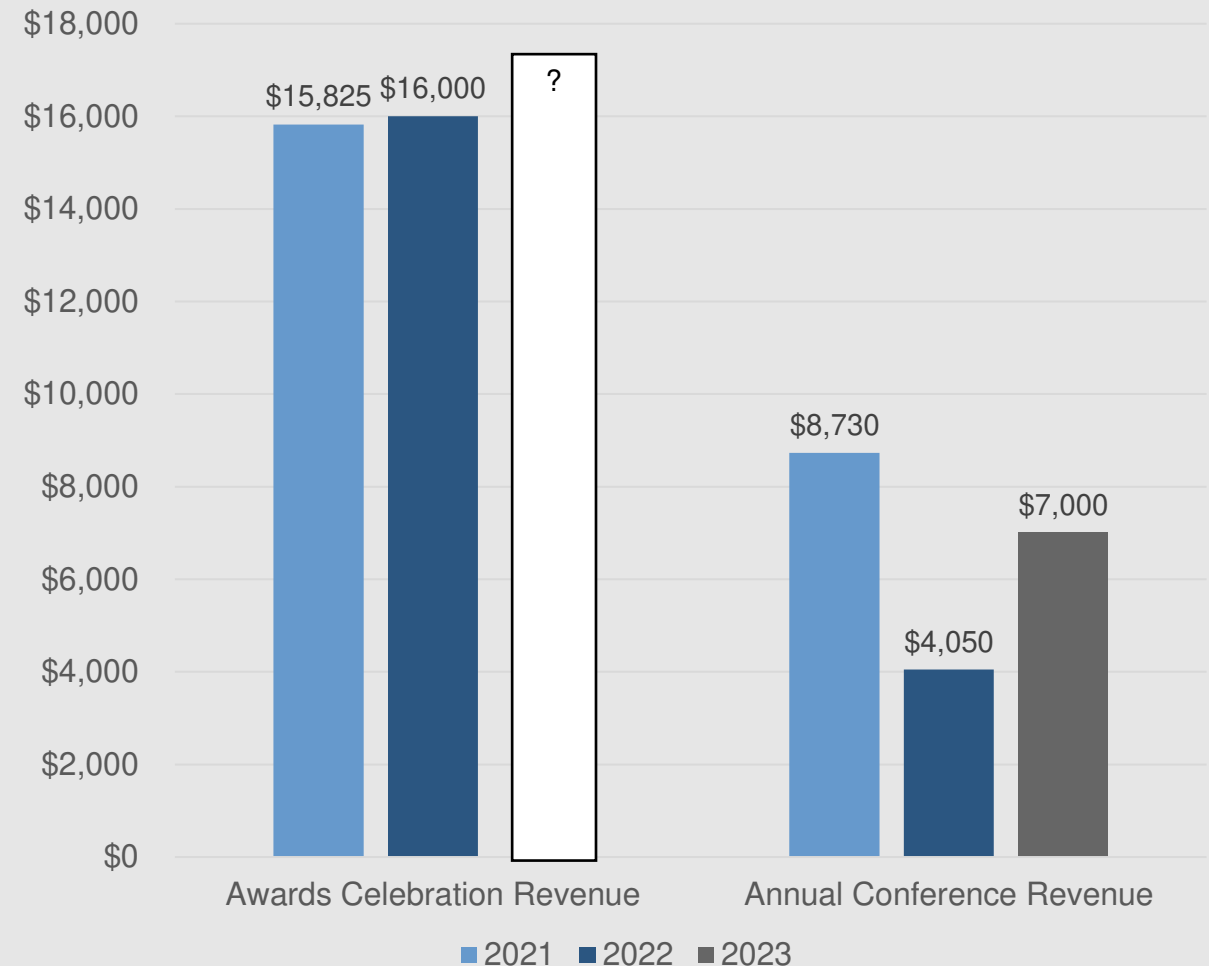
*\*90 members (~15%) have not shared this data since PRSA added the option to do so*

# Where we are today: Engagement

## Marquee Event Attendance



## Marquee Event Revenue



***As of Oct. 20, 2023***

# Where we are today: Engagement

	Location & Time of Day	# of Registered Attendees	Total Revenue after Expenses
January Economic Outlook	A.M.   Gathering Spot	40	
January Mixer	P.M.   Gathering Spot	32	-\$1,120.65
March WSB Tour	After lunch   WSB	21	\$170.00
April Mixer	P.M.   Kaleidoscope	20	\$228.42
April Emory Fundraising Event	A.M.   Emory	14	-\$186.86
May AAPI Event	Lunch   Gathering Spot	20	-\$1,960.45
June Young Pros Panel	P.M.   Arketi	7	\$130.00
July Mixer	P.M.   Gathering Spot	53	\$281.99
August Pitch-a-Palooza	P.M.   Marriott	37	\$1,510.10
September Ethics Event	Lunch   Marriott	24	-\$1,295.52
October Mixer	P.M.   Gwinnett	22	\$157.17
October AJC Editor	Lunch   Buckhead	54	-\$104.99
December Mixer	P.M.   Downtown	62	N/A

# Situation Analysis

## Strengths

- **2<sup>nd</sup> Largest Chapter** in the nation (~630 members), with 60% joining prior to 2019
- **Marquee Events** remain well-attended & drive 1/3 of our revenue
- **Committed volunteers, Chapter Administrator & contractors** have reduced operating costs compared to pre-pandemic
- **Wide variety** of comms. professionals represented

## Weaknesses

- **Membership has declined** since 2019 (though relatively steady from 2021-2023)
- We are viewed as a mostly **non-diverse organization** and don't have a clear path for improvement
- Struggling to develop **consistent, well-attended gatherings**
- **Heavy reliance** on volunteers persists



# Situation Analysis

## Opportunities

- **Committed to improve DE&I**, increase diversity within leadership & foster a more welcoming environment for all comms professionals
- **Untapped revenue potential:** dues increase (\$90 for several years); sponsorships; increasing key Corporate members; events
- Members want **consistent, in-person meetings**
- Our chapter could better leverage **national programming**
- Openness to new processes

## Threats

- Member feedback that we are **not viewed as a welcoming organization for people of diverse backgrounds**
- **Membership income & monthly events** not sustainable revenue sources\*
- Lean operation means the **loss of any key people** could be detrimental
- **Ongoing dilution of both PR & professional organizations:**
  - Marketing vs. PR vs. Comms.
  - Low or no-cost learning opps.
  - Generational differences\* in value proposition for membership organizations

\*Our membership declines are [not unique](#). Nearly half of associations report challenges with membership & renewal declines.

[\\*5 Reasons Younger Generations Aren't Joining Associations](#)

# 2024-2025 Goals

- To be viewed as a welcoming, inclusive organization for Georgia-based communications professionals from all backgrounds, with a member and volunteer base that reflects our diverse community
- To maintain our status as a nationally-recognized chapter thanks to member network, events and programming & volunteer opportunities.
- To grow revenue, member base & offerings to meet the diverse needs of members statewide

## *Focus Areas to Achieve These Goals*

Diversity, Equity & Inclusion

Events & Professional Development

Membership

Revenue

Chapter Operations

# Diversity, Equity & Inclusion

## **Objectives**

- Improve member perceptions of our chapter's inclusivity by 10% year over year in 2024 and 2025 compared to an early 2024 baseline.
- Increase the number of leaders from diverse backgrounds: 35% of total Chapter Leadership and 30% of Board of Directors by the end of 2025.
- Increase the number of new members from diverse backgrounds to 35% by the end of 2025.

## **How will we achieve these objectives?**

- Develop and implement strategic opportunities to be a more welcoming, inclusive organization to people of diverse backgrounds
- Embed DE&I work into all committees and clarify roles & responsibilities to ensure it's not viewed as a planning committee for cultural awareness months
- Increase % of PRSA Georgia members that have added demographic information to their national profile
- Develop working relationship with ColorComm, BPRS, National Association of Black Journalists or Latino organization and host at least 1 joint event in 2024 and 2025
- Revisit Diverse Voices Roundtable discussions to collect qualitative, baseline feedback.

## **Who will help us deliver these objectives?**

- Executive Committee & Board of Directors is accountable for diversity, equity & inclusion
- DE&I Committee responsible for reporting on inclusivity perceptions & progress towards objectives; empowered to recommend improvements, liaise with other committees, network with other organizations
- All committees, co-chairs and board members will help deliver on DE&I objectives.

# Events & Professional Development

## **Objectives:**

- Host consistent in-person gatherings with an average of 30 attendees in 2024, 40 attendees in 2025
- Achieve 250 total attendees at Annual Conference & 300 attendees at Awards Celebration in 2024 and 2025
- Support 10 candidates earning their APR designation by 2025

## **How will we achieve these objectives?**

- Improve marketing for our events
- Strategic, limited use of virtual events to reach statewide members or secure out-of-town speakers
- Consistent monthly gatherings at 3 key locations on the calendar at least 60 days in advance
- Find ways to integrate national programming into our Chapter (e.g., watch party w/ networking, post-event discussion)
- Explore viability of 1 additional annual or bi-annual event (40 under 40, “Celebrating our Seniors” w/ PRSSA, etc.)
- Create chapter-wide PR firm: PRSAgency (stand-up committee for special projects; event venue securement, marketing / communications, special event, etc.)

## **Who will help us deliver these objectives?**

- Board of Directors is responsible for supporting all events & professional development
- Planning, programming & execution led by Professional Development, Annual Conference & Awards, Accreditation committees; these committees are empowered to recommend and test new approaches
- Chapter Administrator leads event venue search, contract process

# Membership Growth

## **Objective:**

Return to pre-Pandemic member levels: 750 by 2024 and 825 by 2025

## **How will we achieve these objectives?**

- More clearly articulate a value proposition that appeals to Georgia's Communications professionals
- Establish repeatable process for member outreach, including:
  - New member welcome packet
  - Board Member accountability for new member welcome
  - Renewal outreach before membership expiration date
  - Annual member survey
- Prioritize Group Memberships we should not be missing
- Improve our relationships with PRSSA chapters through PRISM, Annual Conference, Road Shows / Local Events & Career Center

## **Who will help us deliver these objectives?**

- Membership committee responsible for consistent new member & retention processes
- Board of Directors responsible for value proposition and new member welcomes
- Chapter Administrator leads Group Membership acquisition process
- College Relations committee leads PRSSA relationships

# Revenue

## **Objectives**

- Grow total revenue (Income – Expenses) by \$10,000 year-over-year in 2024 and 2025 so that we can re-invest in programming / offerings for members.
- Increase sponsorships to 15% of total annual revenue.

## **How will we achieve these objectives?**

- Create a Finance committee charged with making recommendations on new revenue, chapter fees & investment opportunities
- Increase income from awards, events, sponsorship & website
- Reinvigorate chapter-wide and programming sponsor opportunities
- Reduce event costs

## **Who will help us deliver these objectives?**

- CPA accountable for monthly & quarterly financial reconciliation with support from Chapter Administrator & Treasurer
- Treasurer responsible for annual budget process with support from Executive Committee & Board of Directors
- Committees accountable for knowing and delivering on their budget lines
- Sponsor Committee accountable for developing opportunities, with Chapter Administrator responsible for closing
- Finance Committee recommends changes to Executive Committee
- Chapter Administrator accountable for identifying opportunities for savings

# Chapter Operations

## Objectives

Increase the % of PRSA Georgia members serving as volunteers to 20% of Chapter by 2025.

## How will we achieve this objective?

- **Clearly define volunteer expectations and accountability**
- **Board level:** establish an annual daylong board member retreat in January including new board member training
- **Volunteer level:**
  - Trade show for volunteer recruiting & networking in Q1
  - Volunteer networking 4x per year; 2x is business, 2x is not (Thank You events). For the fun events, invite all volunteers, not just committee co-chairs; could do this alongside another event to drive attendance
  - Fully adopt the use of Slack & Google Drive to reduce email, improve volunteer knowledge transfer and document policies & procedures
- **Contractor level:** establish an annual feedback process for all contractor positions (Executive Committee leads, reports out to Board)

## Who will help us deliver these objectives?

- Board of Directors accountable for volunteer satisfaction, recruitment and engagement
- Chapter Administrator leads technology solutions; helps identify and recruit new volunteers
- Executive Committee accountable for setting board member expectations & contractor review process

## Appendix: Research & Situation Analysis

- Review of Chapter Financials
- Chapter Membership Trends, 2019-2023
- Chapter Membership Survey (2022)
- Chapter Leadership Trends
- DE&I Roundtable Focus Groups (2021)
- Event History (Attendees, revenue, etc. for Annual Conference, Awards, Professional Development, Networking)
- National data on PRSA Georgia membership
- Other Strategic Plans
  - [PRSA National, 2023-2025](#)
  - [Dallas, 2020 – 2023](#)
  - [Hoosier Chapter, 2021 -2023](#)
  - [National Capital Chapter, 2020-2022](#)
  - [Richmond: D&I Strategic Plan, 2021](#)

