



National Capital Chapter

Overview

PRSA National Capital Chapter 2020-2022 Strategic Plan

The following information outlines the priorities of the strategic plan for the PRSA National Capital Chapter (NCC) for the years 2020-2022.

This plan was developed by 2019-2020 NCC President Lisa Kiefer while she was President Elect in conjunction with the 2019 NCC Strategic Plan Working Group and the 2019 NCC Board of Directors. It was developed throughout 2019 with the intent to begin implementation beginning January 1, 2020. Note that this is an overview of the strategic plan and that the board is revisiting strategies based on changing priorities, resources available and the situations brought on by the COVID-19 pandemic. The plan is subject to changes, and tactics will evolve as a result of external factors impacting PRSA NCC.

For questions that arise about this plan throughout its duration, please feel free to contact Lisa Kiefer directly at lisa.kiefer@sightlinestrategy.com.

Foreword

The NCC 2020-2022 Strategic Plan Working Group determined that NCC's strategic priorities for the next three years should focus on measurable objectives that would move the chapter forward in a way that is reflective of current industry trends and scaled for the capabilities of the chapter's current membership base and resources.

As part of that work, in addition to defining goals, objectives, strategies and tactics to implement such a plan, the group determined that the NCC mission statement should be revised slightly to be more concise and reflect a move toward encompassing communication professionals and the profession more broadly, as opposed to specifically public relations. This is aligned with the national PRSA organization's efforts to do the same in broadening its language and focus, and reflects many of NCC's members' job functions, which entail responsibilities beyond public relations.

Mission Statement

To support communication professionals in the Washington, D.C. area, by fostering collaboration, enhancing knowledge and skills, and creating connections through robust, innovative and inclusive educational, networking and professional growth opportunities.

Goals, Objectives, Strategies and Tactics

The plan outlines 5 main goals for the organization:

1. Increase Membership and Engagement Levels
2. Enhance Relevance and Value of NCC Benefits to Members and Sponsors
3. Reflect as an Organization, the Trends and Best Practices of the Communications Industry

Industry

4. Improve Long-Term Financial Health of NCC
5. Infuse Diversity throughout All NCC Content and Activities

Objectives, Strategies and Tactics:

The following objectives, strategies and tactics were identified to execute on the five aforementioned goals. As some objectives ladder back to multiple goals, the applicable goals have been outlined under each objective, as opposed to listing objectives under each goal. Objectives are listed in order of those that pertain to more compared to fewer of the strategic plan goals.

The tactics are meant as suggestions and are not meant to be definitive nor exhaustive. Each should be evaluated and implemented based on the current resources, capabilities and needs of the chapter.

Timing: unless otherwise stated, success metrics for each objective are on an annual basis (e.g. assessment of event survey outcomes following each event as well as an assessment at year's end – defined as November – of the compilation of events across the year). This will enable the incoming board of directors to discuss and make decisions based on those benchmarks in December or January of their leadership year.

Membership

Objective: Increase satisfaction with National PRSA and NCC value proposition among NCC stakeholders (students, members, prospective members and sponsors) by 50 percent from 2020 to 2022

Associated goals: 1, 2, 3 and 4

Measure: survey disseminated in 2020 and again in 2022 to assess and reassess member and sponsor satisfaction, employer support and sponsorships

Strategies and Tactics:

Establish and increase usage of key value proposition message points

o Develop key message point or elevator pitch document for use by chapter leaders, chapter management firm and committee chairs and members

Concentrate membership marketing on large employers of communications professionals in D.C. (communications and marketing agencies, military agencies, consulting firms, large B2B and B2C companies headquartered in D.C., etc.)

Objective: Increase total annual event attendance by 20 percent in 2020, and by 10 percent in each of 2021 and 2022, and increase attendee satisfaction with NCC programming by 20 percent from 2020 to 2022

Associated goals: 2, 3, 4 and 5

Diversity, Equity and Inclusion

Objective: Create an inclusive and welcoming environment that cultivates a diverse and collaborative membership reflective of our industry and community.

Strategies and Tactics:

Ensure all NCC events are reflective of current industry trends, distinct; balanced in diversity of speakers, topics and relevancy to various phases of the career arc; and cost-neutral or profitable to the chapter

Establish team that is aware of all committee programming throughout the year to ensure events reflect these factors, and are occurring at a volume and intervals that minimizes competition and enables adequate promotional attention

o Evaluate existing, standing events to assess any changes to format or content necessary to ensure the event is beneficial and enticing to members, and cost-neutral or profitable for the chapter (e.g. National Capital Excellence in Communication Awards and Gala and Hall of Fame Awards)

**The DEI committee's work has been ongoing this year and there are additional outcomes that are forthcoming.*

Board Participation

Objective: Be a best-in-class PRSA member organization – as the leading chapter in the U.S. – where PRSA leadership, volunteers, members and staff collaborate to ensure success.

Associated goals: 1, 2 and 3

Measure: increased attendance of board members and committee members at board meetings and NCC events; all committees have a chair and at least 2 active members

Strategies and Tactics:

Ensure incoming board and committee leadership are engaged and feel prepared for success before the start of each year

- o Revamp board retreat to focus on needs of the chapter, understanding of roles and areas of contribution for chapter leaders, and review of the Strategic Plan to assess progress and divvy up responsibilities for the year ahead
- o Assign new board members a mentor who has served on the board and can provide guidance at the outset or throughout the year
- o Establish guidelines for transition of former to new board members, including a transition meeting or call, transfer of important files or notes, etc.

Improve participation and engagement from board members throughout the year

- o Have each board and committee chair confirm whether they will run or serve again by August each year and if not, assist in identifying a member who is ready and interested in stepping up in a leadership volunteer role (e.g. activating the “Leadership Pipeline”)

Committee Structure

Objective: Ensure NCC committees reflect current membership size and needs

- o Reinstate a NCC event that is dedicated to providing members and non-members information on NCC, including specific committee and volunteer opportunities (emphasis should be placed on ensuring this event is low-cost to attend and low-cost for NCC to host)

Marketing and Communications

Objective: Increase use of data sources to inform chapter programming and marketing strategies

Associated goals: 1, 2 and 3

Measure: event attendance, email open rates, website visits and click-throughs, etc.

- o Review social media accounts to determine: makeup of follower base, including members vs. non-members and types of content that generates more engagement
- o Review e-mail open rates each quarter to determine optimal day(s), time(s) of day, length and content type for electronic communication

Determine effective attendee satisfaction measure for events

- o Research cost and feasibility of potential survey options, including those that can be done via mobile device
- o Establish process for drafting questions and having consistent point of contact to analyze and share results with committees and broader chapter leadership

Stakeholder Relations

Objective: Improve stakeholder experience and engagement with chapter communication. Facilitate the creation of virtual and face-to-face communities where PR and communication professionals engage, connect and build relationships to learn, teach, share, network and

mentor in ways that support and enrich their professional and personal lives. Associated goals: 1, 2 and 3

Measure: increased email open rates, website visits, and social media following and engagement

Strategies and Tactics:

Streamline chapter communication

- o Develop marketing and communication dissemination strategy and ensure it is utilized by all chapter leaders and chapter management firm to reduce redundancy and maintain a reasonable frequency, volume and flow of information

Develop schedule for email and social media promotions so all committee chairs and chapter leaders can see upcoming plans and identify opportunities for consolidation or necessary changes to their promotion schedule

Optimize social media presence

- o Review social media accounts for redundancy (e.g. the current Facebook group and Facebook page)

- o Review accounts for necessary improvements to branding or revisions to information (e.g. About Us sections, outdated links or logo, etc.)

- o Streamline social media posting and administrative access

Programming and Professional Development for Up and Coming Professionals

Objective: Develop exceptional, relevant and lifelong opportunities for young professionals to obtain and retain

Associated goals: 1 and 4

Measure: increased number of events or partnerships held or secured in conjunction with universities or other professional organizations, and increase in memberships stemming from those partnerships

Strategies:

Strengthen relationships with local professional organizations

Hold at least 3 events or programming each year, in partnership with a D.C.-area university or complementary professional organizations

- o Explore potential partnership opportunities with AMA-DC, BPRS-DC and AAF-DC, among others

Strengthen relationships with communications student organizations

- o Through the University Relations Committee, NCC board members and DC-area PRSSA chapter leaders and advisors, will seek opportunities to co-host events or establish programs specifically geared toward supporting students and ensuring a seamless transition to joining PRSA NCC

Continue building on success of PR Day event, assessing any changes necessary to ensure the event's success

Increase presence at national communications events held in D.C.

- o Ensure NCC is communicated with in advance about, and provided an option to have a presence at, all National PRSA events held in D.C.

- o Seek opportunities to cross-promote national communications-related seminars and events held in D.C., in exchange for benefits to NCC members (e.g. Capitol Communicator, PRNews and national marketing group events to reflect expansion beyond PR)

Sponsorships and Financial Asks

Objective: Increase sponsorship revenue each year from 2020-2022 – by 10 percent in 2020, and 15 percent in each of 2021 and 2022

Associated goals: 2 and 4

Measure: increased sponsorship revenue compared to sponsorship revenue in preceding years; increased sponsor retention

Strategies and Tactics:

- o Discuss sponsorship strategies with sponsorship leads of similar-sized PRSA chapters, and review current sponsorship outreach strategy for potential updates and improvements

Engage chapter leadership in sponsorship recruitment

Have each board member provide Sponsorship Committee at least one lead per quarter

Improve sponsorship recognition

- o Develop sponsor care/benefit implementation policies, including steps to ensure sponsor recognition and visual identity are included in promotional materials (e.g. chapter e-mails, event design and implementation, etc.)

Establish sponsorship program as a fiscally beneficial program to chapter and sponsors

- o Assess current sponsorship packages to assign dollar value for what each costs NCC (including taxable exchanges of services) to ensure all offerings and packages are profitable to NCC

- o Develop consistent measure to ensure in-kind sponsorships are captured adequately in NCC budget overall and/or for the cost of events

- o Change or add sponsorship offerings based on aforementioned strategies to offer sponsors new or more flexible opportunities (e.g. webinars, sponsored blog or social media posts) and/or

higher-dollar value packages as well as event sponsors for virtual events and entertainment sponsors for annual awards

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