

**AGENDA SPECIAL MEETING
PASADENA COMMUNITY ACCESS CORPORATION
Friday, June 21, 2024
9:00 a.m. at 150 S. Los Robles Ave., Suite 101**

BOARD OF DIRECTORS

Kim Washington, President (District 1)
Jan Sanders, Treasurer (District 2)
Anna Hawkey Jablonski (District 3)
Alan Clelland, Vice President (District 4)
Michael Ocon (District 5)
Ken Chawkins (District 6)
James De Pietro (District 7)
Gail Schaper-Gordon (Mayor's Representative)
Lisa Derderian (City Manager's Representative)
Beth Leyden, Secretary (PUSD Representative)
Alexander Boekelheide (PCC Representative)

STAFF

George Falardeau, Executive Director CEO
Chris Miller, Chief Operating Officer
Bobbie Ferguson, Chief Production Officer
Jasiri Jenkins-Glenn, Director of Community Engagement
Liza Rodriguez, Office Administrator/Asst. to the Executive Director CEO

MISSION STATEMENT

The Pasadena Community Access Corporation is dedicated to the community access function of the Pasadena Telecommunications system and shall be operated exclusively for charitable, scientific, literary and educational purposes. In fulfilling these purposes, the corporation shall strive to achieve communication, facilitation, and development of media skills toward the ends of self-expression and community cohesion and improvement.

Items on the agenda may not be called in order listed.

Agendas and supporting documents are available on the Internet at <http://www.pasadenamedia.org>

Materials related to an item on this Agenda submitted to Pasadena Media after distribution of agenda packet are available for public inspection in the Pasadena Media Administrative office at 150 S. Los Robles Avenue, Suite 101, Pasadena, during normal business hours.

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact PCAC at (626) 794-8585. Notification 24 hours prior to the meeting will enable PCAC to make reasonable arrangements to assure accessibility to this meeting.

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Colorado Blvd
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NOTICE OF SPECIAL MEETING

**PASADENA COMMUNITY ACCESS CORPORATION (PCAC)
BOARD OF DIRECTORS**

NOTICE IS HEREBY GIVEN that a special meeting of the Pasadena Community Access Corporation (PCAC) Operating Company (dba Pasadena Media) is scheduled for **Friday, June 21, 2024**, starting at **9:00 a.m.** at **PCAC** located at **150 S. Los Robles Ave., Ste. 101, Pasadena, CA 91101**.

AGENDA

PUBLIC MEETING

- INTRODUCTION
- PUBLIC COMMENT: Public comment is limited to items on this special meeting agenda. An opportunity for public comment on items on the agenda will be provided when the items are discussed.
- DEVELOP A 3-5 YEAR STRATEGIC PLAN FOR PCAC
- ADJOURNMENT

Kim Washington, President, PCAC Board of Directors

I HEREBY CERTIFY that this notice, in its entirety, was posted on both the Council Chambers Bulletin Board, Room 247, and the Information Kiosk (in the rotunda area), at City Hall, 100 N. Garfield Ave., Pasadena, CA, in Pasadena Community Access Corporation Suite 101, and a copy was distributed to the Central Library for posting on this 13th day of June, 2024.

Liza Rodriguez, Office Manager

Agenda

Special Meeting Agenda Item: Develop A 3-5 Year Strategic Plan
Pasadena Community Access Corporation
Board of Directors: Strategic Planning Retreat - Charting the Course
June 21, 2024

Facilitator: Diana Peterson-More, The Organizational Effectiveness Group, LLC
diana@dianapetersonmore.com 626.862.0603 www.dianapetersonmore.com

Continental Breakfast: 8:30 am

- | | | | |
|------|--|--------------|------------------------|
| I. | Welcome & Introductions | KC/KW | 9:00 – 9:10 am |
| II. | Getting Started | DPM/ALL | 9:10 – 9:40 am |
| | A. Agenda Review | | |
| | B. Ice Breaker | | |
| | C. Groundrules | | |
| | D. Expectations | | |
| III. | Strategic Planning: An Overview, <i>Handout #1</i> | DPM/ALL | 9:40 11:10 am |
| | A. Three to Five Aspirational and Achievable Goals | DPM | 5 Minutes |
| | B. Where We've Been | | |
| | a. Review Former Strategic Plan | GSG | 10 Minutes |
| | C. Where We Are, <i>Handout #2</i> | CM | 10 Minutes |
| | D. Where We Are Going, | | |
| | a. Review Survey Data, <i>Handout #3</i> | DPM | 15 Minutes |
| | b. Report on Council Interviews | Board | 5 Mins Each/30 Minutes |
| | c. Group Discussion | | 15 Minutes |
| | E. Preview Group Work: Small & Entire Group | DPM | 5 Minutes |
| | | BREAK | ALL |
| | | | 15 MINUTES |
| IV. | Group Work: <i>Handout #4</i> | DPM/ALL | 11:30 – 12:15 pm |
| | A. Small Group Work | | |
| | | LUNCH | ALL |
| | | | 45 MINUTES |
| | B. Entire Group Work | DPM/ALL | 1:00 – 2:30 pm |
| | C. Decision-Making | | |
| V. | It's a Wrap | DPM/ALL | 2:30 – 3:00 pm |
| | A. Summary & Next Steps | | |
| | B. Review Expectations | | |
| | C. Adjournment | | |

Pasadena Community Access Corporation
Board of Directors Special Meeting: Strategic Planning - Charting the Course
June 21, 2024 – 8:30 am – 3:00 pm

Facilitator: Diana Peterson-More, The Organizational Effectiveness Group, LLC
diana@dianapetersonmore.com 626.862.0603 www.dianapetersonmore.com

Strategic Planning: An Overview, **Handout #1**

Strategic Planning: The plan answers the question of where an organization wants to be within a specified time frame, typically three to five years. The goals should be aspirational, inspirational, and achievable.

The Process: At its heart, a strategic plan assesses “where we’ve been; where we are; and, where we want to be.”

The Vertical Alignment Model: A successful Strategic Plan follows the Vertical Alignment Model, below. NOTE: The Special Meeting will focus on the first three activities highlighted in yellow; time permitting, we will begin to address the fourth area. After the Special Meeting/Strategic Planning Retreat, the agency’s next steps could include the balance of the Vertical Alignment Process, in aqua. The areas highlighted in green are not at issue

Values
Vision
Mission

Strategic Plan

Operational Plan: Goals to Support the Strategic Plan

Tasks to Achieve the Operational Plan

Board & Staff Roles & Responsibilities

Skills & Competencies Needed to Accomplish Tasks (Board Recruitment & Staff Development)*

Assess & Evaluate: Retrain and/or Hire

Compensate Motivate/Empower

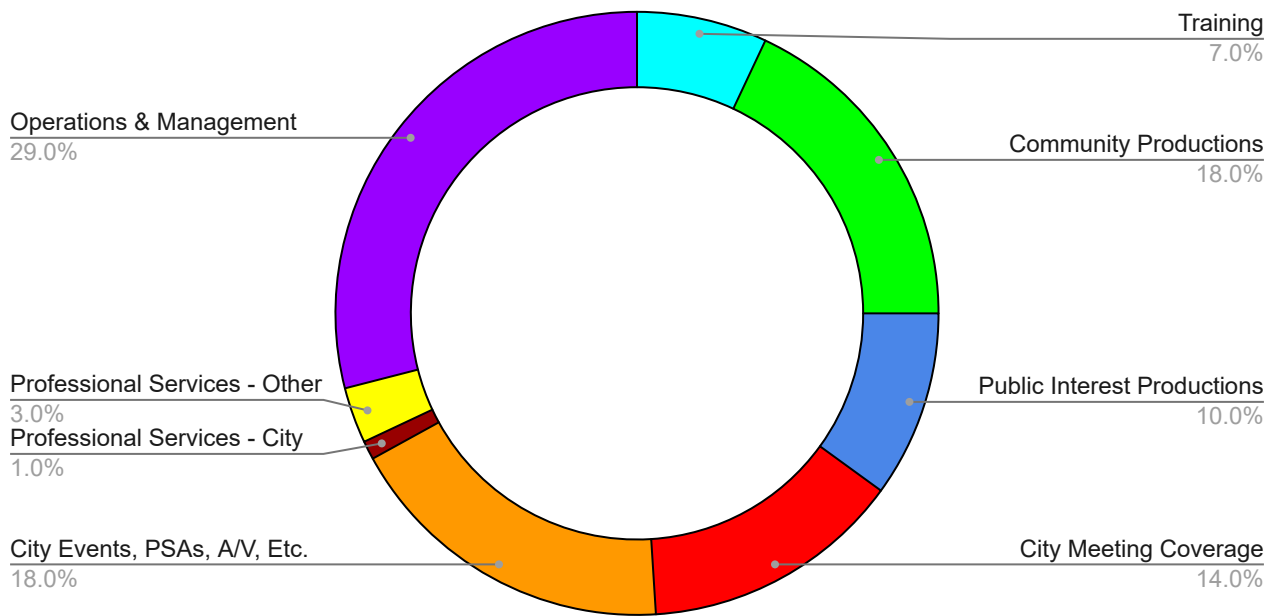
Hold Accountable

The Mission: This is the guiding principle that governs the Pasadena Media Access Corporation.

The Pasadena Community Access Corporation is dedicated to the community access function of the Pasadena Telecommunications system and shall be operated exclusively for charitable, scientific, literary and educational purposes. In fulfilling these purposes, the corporation shall strive to achieve communication, facilitation, and development of media skills toward the ends of self-expression and community cohesion and improvement

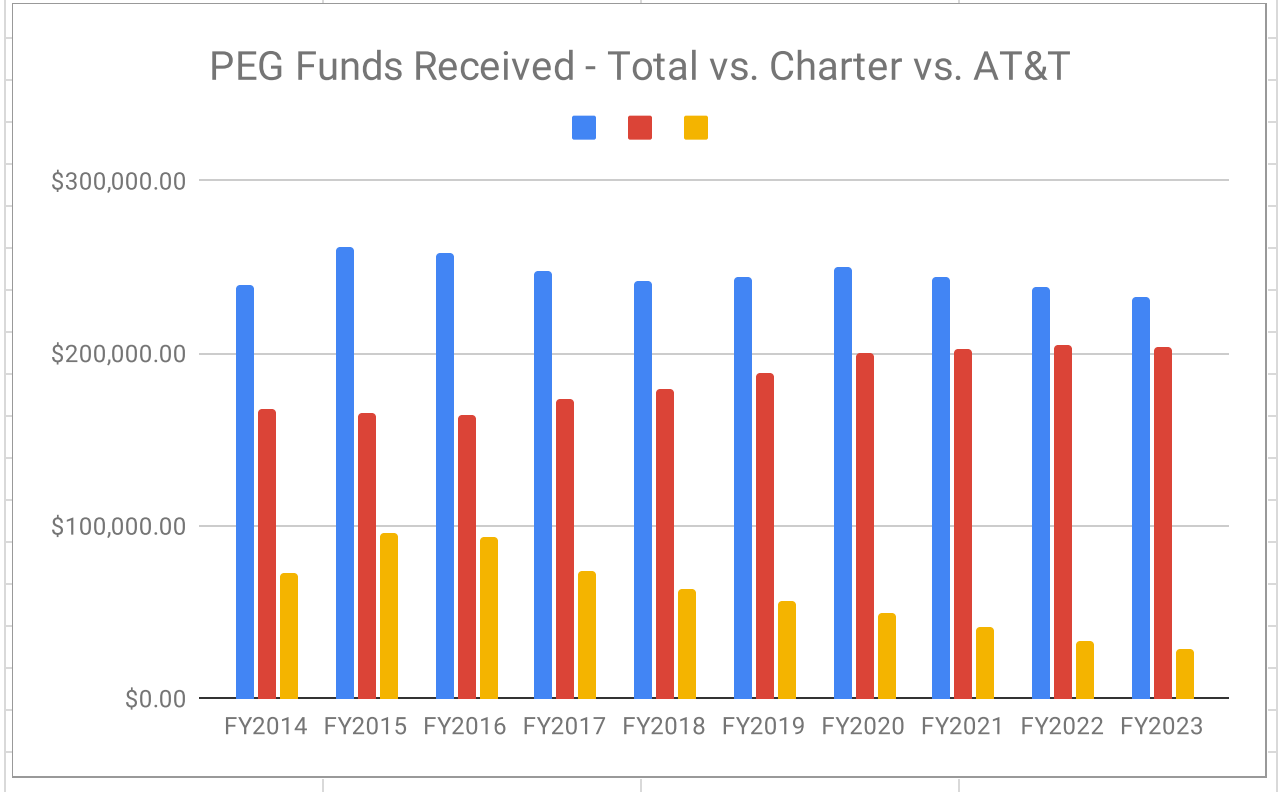
	\$	%		\$	%
FY25 Operating Budget	\$1,206,000.00	100%	FY25 Operating Budget	\$1,206,000.00	100%
Training	\$84,420.00	7%	Community Engagement	\$422,100.00	35%
Community Productions	\$217,080.00	18%			
Public Interest Productions	\$120,600.00	10%			
City Meeting Coverage	\$168,840.00	14%	Production Services	\$434,160.00	36%
City Events, PSAs, A/V, Etc.	\$217,080.00	18%			
Professional Services - City	\$12,060.00	1%			
Professional Services - Other	\$36,180.00	3%			
Operations & Management	\$349,740.00	29%	Operations & Management	\$349,740.00	29%

FY25 Budget Category Estimates



Expenditure Category	FY 2022 Actuals	FY 2023 Actuals	<i>(in thousands)</i>	
			FY 2024 Adopted	FY 2025 Adopted
Personnel	\$699	\$772	\$824	\$882
Occupancy	209	193	226	226
Other	92	95	94	98
Total	\$1,000	\$1,060	\$1,144	\$1,206
FTEs	12	11	12	12

PEG Funds Received by City of Pasadena			
	Total	Charter	AT&T
FY2014	\$239,693.29	\$167,116.52	\$72,576.77
FY2015	\$261,008.54	\$165,481.55	\$95,526.99
FY2016	\$257,889.99	\$164,479.76	\$93,410.23
FY2017	\$247,546.56	\$173,436.57	\$74,109.99
FY2018	\$242,097.01	\$179,065.31	\$63,031.70
FY2019	\$244,347.31	\$188,286.61	\$56,060.70
FY2020	\$250,291.44	\$200,432.86	\$49,858.58
FY2021	\$243,859.65	\$202,546.94	\$41,312.71
FY2022	\$238,196.74	\$205,123.33	\$33,073.41
FY2023	\$232,444.95	\$203,777.90	\$28,667.05



Strategic Planning Survey & Interview Questions - Responses

Q1 Name (Optional): Answered: 22 Skipped: 23

Kimberly Washington	Joe Moore	Alan Clelland
George Falardeau	Corey Harper	Katherine Gavzy
Angela Harrer	Greg Apodaca	Martin
Natalie D. Salazar	Terry Bourne	Maria Castellon
Jan sanders	Kim Miles	Phil Hopkins
Charles	Johnny Rose	Daniel Chan
Lance Croy	Dianne	will
		Veronica Vargas

Q2 Relationship to Pasadena Media (select one): Answered: 45 Skipped: 0

ANSWER CHOICES	RESPONSES
Elected Official	2.22% 1
Member, Pasadena Media Board	15.56% 7
Member, Community Advisory Committee	8.89% 4
Pasadena Media Staff	13.33% 6
Pasadena Media Producer	20.00% 9
Pasadena Media Viewer	17.78% 8
Other Stakeholder:	22.22% 10
TOTAL	45

Q3 1. Consider Pasadena Media's government access function (KPAS); how should the organization prioritize the services currently provided to the community? Please rank the current offerings from 1-6, with 1 indicating the highest priority. If you believe Pasadena Media should no longer provide one of the services listed, leave that offering blank.

Answered: 45 Skipped: 0

	1	2	3	4	5	6	TOTAL	WEIGHTED AVG
Coverage of City Council, Commission, and Committee Meetings	65.79 % 25	7.89 % 3	2.63 % 1	7.89 % 3	5.26 % 2	10.53 % 4	38	1.00
Public Service Announcements	10.00 % 4	25.00 % 10	25.00 % 10	15.00 % 6	12.50 % 5	12.50 % 5	40	1.00
Short Video Segments for Social Media Platforms	2.70 % 1	16.22 % 6	16.22 % 6	29.73 % 11	16.22 % 6	18.92 % 7	37	1.00
Informational Slides on Video Bulletin Board (Messages Between Video Programs)	8.11% 3	10.81 % 4	16.22 % 6	13.51 % 5	29.73 % 11	21.62 % 8	37	1.00
Marketing of Government Programming	7.50 % 3	10.00 % 4	27.50 % 11	17.50 % 7	15.00 % 6	22.50 % 9	40	1.00
Local Event Coverage (Please specify which local events in the space provided below)	14.29 % 6	33.33 % 14	21.43 % 9	14.29 % 6	14.29 % 6	2.38 % 1	42	1.00
Never	0.00 % 0	0.00 % 0	0.00 % 0	0.00 % 0	0.00 % 0	0.00 % 0	0	0.00

Q4 Which local events? Answered: 37 Skipped: 8

- Parades, demonstrations/protests, community meetings
- All local events should be covered if possible
- History, neighborhood and social programs.
- City-sponsored (non-meeting) events, such as cultural pride parades, design charrettes, informational sessions. Neighborhoods association and non-profit meetings of general interest may be useful if resources permit.
- Related to the operations of the city and interesting areas about Pasadena.
- Black History Parade, Latino Heritage, Veterans Day, Rose Parade, Do Da Parade, TOR Diversity Open House, City Council Town Hall Meetings, Various City Press Conferences.
- Any local event where government entities (e.g. fire, pd, tournament house, city, etc.) are partners.
- Local events in different parts of our community that may not make Spectrum 1 or other news outlets.
- As many as possible, town halls, public input events, resident associations' annual meetings, etc.
- Parades. Town hall meetings

- Community-based events that advance equity and opportunity for Pasadena residents
- Parades Conventions District Meetings Homeless Count Small Business Happenings Museum Activities League of Women Voters Climate Forum Candidate Forums
- Partner with local news and local organizations.
- large community events which include youth , family and seniors including holiday and wervice day holiday recognitions
- art night, rose parade, rose bowl, independent film releases, traveling exhibits, community development projects, city ordinance issues, concerts
- Black history parade, do some exclusive interviews
- Environmental, social and economic justice, engagement in civic affairs, celebration of citizens doing important work
- Latino Month/Black History Month. Parades included
- Emergencies (earthquake, fire, etc.) , RB/parade, others of city-wide importance
- public or community events - Veterans Day, Tree lighting, Martin Luther King, etc.
- Turkey tussle; high school football/basketball games
- Block Parties Community Parades Youth Achievements
- All the main ones..parades, protests, awards, and could do nonprofits
- Coverage of events held at the Rose Bowl, PCC, Cal Tech, JPL, Art Center, museums and places of interest.
- District Community Meetings Doodah Parade Car Shows Distinguished visitors to the City Public concerts
- Public and voter information events (speakers, panel discussions, etc) and candidate forums, organized by community non profit civic organizations
- Events of local Commissions. Example: Pasadena vs Hate in November, organized by Pasadena Human Relations Commission in partnership with Western Justice Center and LA Co Human Relations Commission.
- As many as possible
- For example: Pasadena Hispanic heritage parade, Pasadena black history heritage parade
- City and community events of public interest
- Public police education Park events Concerts Cultural events for adults Adult events
- Pasadena Night out, the chalk Art on the street,Union Station (if any), Lake Ave Church (has events), Pasadena playhouse...
- All parades, 4th of july, tree lighting
- All City Councilmember official meetings should be covered.
- Local parades, community events, special events
- all
- All events

Q5 What service should no longer be offered, and why? Answered: 20 Skipped: 25

- I believe all should still be offered
- The bulletin board and PSA features are probably more effective in other formats, but they don't need to be eliminated unless they create an undue budget impact for Pasadena Media.
- Current slate of programs should be continued.
- I struggle to understand the emphasis on using PCAC staff to produce original filmed content. I feel the resources of the channel are best used to train and facilitate community production

and should not emphasize native production/editing, except for professional services circumstances.

Q6 What other programming should be considered?

Answered: 29 Skipped: 16

- regular fireside chats or conversations with local officials
- Hot topics and discussions in the community, would love to see more panels with govt officials and community members and townhalls
- Community building
- I think Pasadena Media should switch its focus to digital media offerings, including features for YouTube, TikTok, and podcasts.
- Programs dealing with ADA issues. City Transportation matters. Program providing City Development Plans. Health and Safety issues. Senior Center Highlights.
- Reconnecting Communities 710 Advisory Group meetings should be broadcast live, expand community producer shows/offering
- I'd like to see more programming about the climate science that is taking place in Pasadena through Caltech, JPL, and other local institutions.
- creative writing for scripts
- some comedy, fiction ... let people be creative
- The only existential issue of the day which threatens all our lives in the climate emergency and biodiversity loss. Perhaps this should be a focus of your programming.
- Citywide resources for seniors?
- Maybe coverage of neighborhood association events / meetings. City Council member Town Hall mtgs.
- I enjoy the coverage of city officials (councilpersons, school board members, water & power administrators, and public health officials. Sometimes I think the questions could be a little more in depth on certain issues; i.e., less "cookie cutter" answers.
- Local Candidate Debates
- It's more about marketing what programming you have.
- Interviewing small business or educational interviews at schools
- Direct promotion/marketing of KPAS and the Arroyo Channel
- Community services updates
- Bilingual Educational Programming (Spanish & Mandarin)
- Longer features about how little-known Pasadena city departments and operating companies work (e.g., PWP, IT, traffic engineering, refuse collection & MASH, PCOC, RBOC, etc.). Give residents a chance to see EVERYTHING their tax dollars support.
- More focus on economy and City economic development efforts.
- Places we can volunteer locally
- are all committees covered now?
- Any/All local programming.
- Local businesses promotion fee based
- replace opinions with more news.
- Any new idea
- Information about the way City departments work

Q7 2. Prioritize Pasadena Media’s current public access function (Arroyo Channel). Please rank them from 1-5, with 1 as the highest priority. Leave blank any service you believe the organization should no longer provide, and explain why in the space provided below:

Answered: 45 Skipped: 0

	1	2	3	4	5	TOTAL	WEIGHTED AVERAGE
Community Access	44.7	13.1	23.6	13.1	5.26		
Audio/Video Production	4%	6%	8%	6%	%	38	1.00
Training	17	5	9	5	2		
Community Workforce	12.5	27.5	22.5	20.0	17.5		
Development Media	0%	0%	0%	0%	0%	40	1.00
Production Training	5	11	9	8	7		
Outreach to Potential	5.41	21.6	21.6	16.2	35.1		
Public Access Producers	%	2%	2%	2%	4%	37	1.00
& Volunteers	2	8	8	6	13		
Staff-Produced Public	27.5	20.0	17.5	27.5	7.50		
Interest Programming	0%	0%	0%	0%	%	40	1.00
(e.g. Pasadena Media	11	8	7	11	3		
News)							
Community Event	20.9	18.6	16.2	16.2	27.9		
Promotion / Community	3%	0%	8%	8%	1%	43	1.00
Calendar	9	8	7	7	12		

Q8 What service should no longer be offered, and why?

Answered: 17 Skipped: 28

- Shows produced by Pasadena media should consider viewership and whether the staff hours could be more valuable in service to the community through education or other programs
- I believe Workforce and Public access to training is the same, therefore I would remove public access and focus on Workforce Development
- 1/19/2024 03:24 PM
- training for jobs seems to be of very limited utility (do we generate a lot of video production jobs?)
- Current services should remain.
- See previous response about staff-produced programming
- I am not familiar with and have not used the services listed above, so I am not qualified to answer this survey question
- not sure, can't judge without viewership data
- not sure why staff are producing shows
- staff-produced programs. not useful
- None. This is what made community programming possible

Q9 What other programming should be considered?

Answered: 22 Skipped: 23

- Neighborhood living and partnerships
- Podcasts - training and original production
- Programs highlighting Science and Technology, ADA information. Music, Art and Design. Theatre. Local history (710 Stub) Medical information and updates. Highlight all local Non-Profits and the various services they provide.
- Public access producers and volunteers should, more heavily, be inclusive of the local non-profits.
- The community calendar should b promoted more
- Community-originated programming in partnership with other institutions
- Youth media literacy classes.
- Episodic and narrative, not just informative.
- Training on how to gather funding as a producer. How to get self made films in independent theaters.
- Maybe tie-ins with Library programs?
- Instructional, including how to make a TV show.
- Inclusion of third party-produced content when available at no cost and addresses items of public interest
- Development of a dual-enrollment educational pipeline from local high schools, administered by PCC educators, that provides hands-on training in media production and broadcast journalism. Also, local science programming in cooperation with Caltech, Carnegie Observatories and Carnegie Biosciences & Engineering (all are based in Pasadena).
- Public opinion/interviews on issue by more varied points of view.
- Independent good-government programming.
- replace with crime blotters and what police are doing about it
- Anything new
- program to address needs of Pasadena's nonprofit organizations

Q10 3. Consider Pasadena Media’s outreach and marketing. How would Pasadena residents be most likely to learn about the services and programming provided? Please rank the options provided from 1-8, with 1 as the highest priority. List additional methods in the space provided below. Answered: 44 Skipped: 1

	1	2	3	4	5	6	7	8	TOTAL	WEIGHTED AVG
Word of Mouth	24.32% 9	8.11% 3	18.92% 7	8.11% 3	2.70% 1	5.41% 2	8.11% 3	24.32% 9	37	1.00
Social Media	22.86% 8	20.00% 7	14.29% 5	2.86% 1	14.29% 5	2.86% 1	11.43% 4	11.43% 4	35	1.00
Community Booth at Events	5.13% 2	20.51% 8	10.26% 4	20.51% 8	12.82% 5	15.38% 6	12.82% 5	2.56% 1	39	1.00
Through Nonprofit Partnerships	15.79% 6	10.53% 4	23.68% 9	10.53% 4	13.16% 5	13.16% 5	5.26% 2	7.89% 3	38	1.00
Advertisements on Cable Channels	5.56% 2	16.67% 6	13.89% 5	16.67% 6	5.56% 2	13.89% 5	11.11% 4	16.67% 6	36	1.00
During Coverage of City Mtgs & Events	15.38% 6	20.51% 8	10.26% 4	15.38% 6	15.38% 6	15.38% 6	5.13% 2	2.56% 1	39	1.00
Postcards or Posters at Libraries/Community Ctrs/Bizs	8.11% 3	5.41% 2	16.22% 6	13.51% 5	16.22% 6	16.22% 6	21.62% 8	2.70% 1	37	1.00
Ads on Public Spaces like Transit Banner	17.95% 7	12.82% 5	7.69% 3	12.82% 5	7.69% 3	2.56% 1	17.95% 7	20.51% 8	39	1.00

Q11 Which social media?

Answered: 37 Skipped: 8

- Facebook, IG, TikTok
- X and IG
- Facebook
- YouTube, TikTok, Instagram, maybe Facebook
- Facebook and Instagram
- All platforms
- Facebook, YouTube, Instagram, TikTok, and LinkedIn
- FB, Instagram
- Facebook, X/Twitter, Instagram, YouTube, Tik Tok, Threads, LinkedIn, etc.
- X. Facebook
- Facebook, Instagram, YouTube
- Instagram TikTok Facebook
- facebook, instagram, youtube
- instagram, tic tok,
- YouTube
- facebook
- Facebook, Linked In
- Facebook, Instagram seem the most popular
- TikTok, You Tube
- Facebook
- All
- TikTok, IG, Twitter,
- Facebook Instagram
- City notification platforms and the most popular community platforme.
- FB, emails
- Facebook, Instagram, Tik Tok and Youtube
- Threads, Facebook, Instagram, TikTok, Mastodon
- instagram, Facebook, Threads, linkedin
- NextDoor, Citizen Svc. Center App, & YouTube
- Facebook only
- all
- Facebook. It's for an older demographic, but given the age of Pasadena area population, we'll get more connection. Nextdoor platform.
- Facebook Instagram
- x
- LinkedIn, YouTube, Instagram
- Meta, YouTube tik tok
- Instagram, Facebook, YouTube, LinkedIn

Q12 Other Options: Answered: 18 Skipped: 27

- Advertise programming in city and local employers
- FB and LinkedIn
- Education institutions
- Regarding answers above, all of Nos. 3 -8 are about equally likely to garner some small degree of public attention. They're worth doing, but the impact of each is probably going to be small. The real way to get the word out is to produce interesting original work that people want to access.
- advertises in Pasadena' s "In Focus"
- Next Door
- hire a social media team
- Joint projects with local organizations, cities and businesses. This will increase reach and interest in your programming.
- Pasadena Now
- Constant Contact bulletins
- X
- Must be more public about what is offered.
- Community services board at parks & recs
- LinkedIn
- Light pole banners on key Pasadena streets (in entertainment / shopping districts, near colleges and high schools).
- Radio with KPCC, on college campuses
- Small business groups (Rotary, Chamber of Commerce, SCORE, SBA, Junior League, Women at Work), Trade associations (i.e. tourism, real estate, science/tech), collaboration/value-exchange with convention center at events (resource booth, event material), with Pasadena Playhouse, Cal Tech, JPL, Art Center, Senior Center, etc.

Q13 4. List how you personally interact, engage, or utilize Pasadena Media. Check all that apply. List any other methods in the space provided below Answered: 44 Skipped: 1

ANSWER CHOICES	RESPONSES
View Programming on Cable Channel(s) on Charter Spectrum/AT&T U-Verse	40.91% 18
Watch Programming Live and/or on Video-On-Demand Platforms	59.09% 26
Social Media Platforms	47.73% 21
Public Access Services	45.45% 20

Total Respondents: 44

Q14 If you selected: View Programming on Cable Channel(s) on Charter Spectrum/AT&T U-Verse please select which ones Answered: 25 Skipped: 20

ANSWER CHOICES	RESPONSES
KPAS	76.00% 19
Arroyo Channel	52.00% 13
PCCTv	24.00% 6
KLRN	24.00% 6

Total Respondents: 25

Q15 If you selected: Watch Programming Live and/or on Video-On-Demand Platforms please select which platform Answered: 40 Skipped: 5

ANSWER CHOICES	RESPONSES
YouTube	62.50% 25
pasadenamedia.org	65.00% 26
cityofpasadena.net	50.00% 20
Roku, Amazon Fire TV, or Apple TV devices	27.50% 11

Total Respondents: 40

Q16 If you selected: Social Media Platforms please select which platform Answered: 32

Skipped: 13

ANSWER CHOICES	RESPONSES
Facebook	75.00% 24
Instagram	59.38% 19
X (Twitter)	18.75% 6
TikTok	18.75% 6

Total Respondents: 32

Q17 If you selected: Public Access Services please select which one/s Answered: 24

Skipped: 21

ANSWER CHOICES	RESPONSES
Producer	66.67% 16
Volunteer	50.00% 12
Training	62.50% 15

Total Respondents: 24

Q18 List other ways you learned about Pasadena Media? Answered: 19 Skipped: 26

- Colleagues
- Introduced to PM while President of the Kiwanis Club of Pasadena
- By seeing social media content featuring friends of mine.
- Being at community meetings
- Partnership with Pasadena City College
- I saw a local news article welcoming Jasiri to the team, and I reached out to her directly.
- Driving through the neighborhood, saw the logo
- Friends
- Friends
- Attending PCC.
- I think there needs to be more advertisement on what Pasadena Media has to offer. What about in PasadenaNow?

- During my professional career in identifying outlets to the public for providing real-time traffic information
- Forwarding or notices when something our Commission will be doing or already did is covered.
- Email
- Previous Board members, current CAC member.
- experience in Pasadena
- Hands on like OJT(On the job training)
- Google search for local television networks.
- Channel surfing, word of mouth

Q19 What, if any, other services or offerings should Pasadena Media offer with the goal of better serving the Pasadena community? Answered: 34 Skipped: 11

- Programs to teach young people how to produce content with modern accessible equipment like iPhones or to teach skills like film editing and sound mixing on modern equipment
- More Bi-lingual options, more reporting on community members and neighborhood heroes in Pasadena
- Culture of neighborhoods
- Pasadena Media could produce interesting original content on Pasadena and its history. Second to that, it could shift its emphasis to training constituents to become citizen journalists. As formal new coverage of local events fades, we need citizens to pick up that mantle. Pasadena Media could help make people more effective reporters of news. I'd also like to see a greater emphasis on podcast production.
- Short videos about events in the community or with nonprofits.
- Will further discuss at upcoming Strategic Planning Session
- More internship options in partnership with other local non-profits focused on content created by, through, and for students, seniors, people with disabilities, and previously incarcerated individuals.
- After School programs, Senior programs, In-Person Events.
- I think the van should be more visible around town
- Advanced training or credentialing in video production, audio production, narrative storytelling, public affairs, etc.
- Expand gear rentals. I feel communal property is a big part of what we do and we could offer different gear to get the community excited.
- Updated equipment in the studio and for the field. The Podcast studio looks brand new but everything else looks weathered.
- Creative set design. Costume archive. Make-Up Artistry
- growth telephone call in access
- Training on use of AI for application at work and home.
- Present availability and nature of services provided by Pasadena Media to/at townhall meetings and neighborhood organization board and community meeting meetings meetings
- Do they work with PCC students who are interested in a career in media / TV/ film?
- More information about Pasadena Media offerings. A lot of people don't know this organization exist.
- Show different political points of view
- Accessible and Exposure

- Status updates on major/significant land use and business developments within the city Status updates on development and subsequent implementation of local (City) strategic plans
- More promotion to gain wider attention in the community.
- Shows about Pasadena communities
- Create greater visibility through the City of Pasadena Social Media Pages
- Development of a dual-enrollment educational pipeline from local high schools, administered by PCC educators, that provides hands-on training in media production and broadcast journalism.
- More opinion shows from more diverse points of view. well moderated issue debates from objective point of view, community profiles, more professional approach, a Pasadena Today sort of show about what is happening now. Push some boundaries with programming. Make it more compelling.
- I don't know enough
- More public access video production, especially for artists.
- should have a critical news function, not just good stories the city approves in order to get funding
- We should consider a "fee for service" option to develop a revenue stream connected to our work and to diversify the offerings.
- crime stat monitor
- Can't think of anything specific but citizens moving into the 21stC need support in communication skills, imagination & creativity, confidence and self-esteem.
- Becoming more proficient in remote productions. Learn Aerial video production
- program to address needs of Pasadena's nonprofit organizations

Q20 What, if any, aspirational yet achievable goals should Pasadena Media prioritize over the next three to five years? Answered: 35 Skipped: 10

- Modernize equipment and software used for training programs to align with current media workforce skills
- Legacy and building services to the community
- History and community
- Produce something memorable and original. Produce (or facilitate production of) 5 podcasts that gain a substantial following.
- Perhaps figure out how to partner with schools so the young people get involved and spread the word.
- Maintain and provide outstanding programs. This to enhance the City overall as it states in our City Charter
- Teaching accreditation to enhance workforce readiness level training.
- 1. Increasing overall budget. Specifically, for operating budget with an increase in staff wages to retain vital roles and talent for company functionality, as well as attracting new talent. 2. Launching new revenue stream initiatives to service overall budget needs. 3. Move into a larger facility and/or look into shared facility to decrease overhead. 4. Create a brand awareness campaign. 5. Hold more in-person events. 6. Hire additional staff: Marketing Manager, Events Manager, News Director.
- Greater coverage of a variety of neighborhoods
- Expand viewership of shows, expand social media presence

- Develop an ambassador program that nets deep training/development partnerships with at least 5 local nonprofits. Participating NGOs' volunteers or clients would have advanced knowledge and experience with PCAC and be adept at visual storytelling across our community
- Purchase/acquire a space for the studio and offices instead of renting. The rent is a major burden and a complete loss. The space is beautiful but there are some serious issues that prevent it from being a good space for video production. We are also the only operating company in Pasadena that doesn't have its own space to conduct business in. A potential opportunity are the properties Caltrains is relinquishing from the 110 freeway project. Those properties are first to be offered to the residents who originally occupied them. Next they are to be offered to not for profits. As a 501(c)3 not for profit, Pasadena Media should make a strong effort to acquire one of those properties. Barring that, we may want to reduce our rental space to help save money for a purchase.
- Since we live in LA, it would be nice to leverage networks for students and professionals for experiential learning opportunities in other areas outside Pasadena Media's studio. Staff, Producers, Trainers, and Students should actively seek out and share where they can travel to and better their skills even if it is just a walkthrough of someplace. The more creative and the more immersed in the entertainment industry the better for all to see and learn from.
- Launch a show with a creative story line
- Channel or show on the environment.
- Enhance awareness to community of breadth of services and value it delivers to citizens
- I think awareness and visibility of Pasadena Media is probably low.
- Production training for youth
- Have a show(s) that show a different viewpoint.
- Increase viewership
- interview Pasadena community members from our schools and places of business for posterity and the benefit of all people.
- - Increasing the percentage of the Pasadena population using KPAS on a regular basis - Increasing the percentage of the Pasadena population aware of the The Arroyo Channel
- This is a very civically active community. Pasadena Media can provide an extremely useful service by broadcasting, filming and announcing public forums that help build informed and engaged citizens.
- Enough staff to better cover the work of Commissions.
- Diverse programing
- Making Pasadena Media truly accessible for all, per the CAC's recommendation and outline.
- Grow viewership, engage young producers, incorporate local tik tok-ers, Push boundaries
- start an endowment
- We should consider becoming a Media Center for the community. We should integrate school district activities with PCC activities and all over media outreach efforts in one place.
- Collaboration and possibly co-location with other related community services
- clearly describe new local laws and policies
- 1. Stronger website with program resource pages & promotion. For instance, my program Your New Odyssey, can offer free downloads & special features. 2. Establish your own internal social media feed (posts, feedback away from the dysfunction of Meta and Twitter). People are looking for healthier communities away from Twitter and Meta and you should take advantage

of this development. 3. PM will be competing with increasing tech attention (AI) but citizens will look for meaning and move towards the Humanities to personally and professionally stay ahead. PM should promote personal development/expression, public inter-connectivity/collaboration and content innovation using film/video. Promote PM more as a personal development tool in the era of AI? PM is tapped into the real and raw! :)

- Provide more affordable camera insurance. I'm afraid to checkout equipment
- program to address needs of Pasadena's nonprofit organizations

Q21 What hasn't this survey addressed that Pasadena Media needs to know as it embarks upon strategic planning? Answered: 24 Skipped: 21

- What is the clear mission of Pasadena Media? Is the stated mission still accurate or should it be revisited? Have previous goals been achieved? What is currently successful?
- Pasadena Media's board should have a serious conversation about whether and how it can still be relevant in the era of instant digital media. "Cable access" is an entirely anachronistic model. "Even "cable" is rapidly going the way of the dinosaur. The question to ask is, why should Pasadena Media exist? And if there is still a role for PM to play, design your strategic efforts around becoming that new thing.
- Opportunities for fundraising if that is available since they are a city agency.
- Evaluating staffing and specifically increasing compensation to attract and retain high quality workers. Simply put, the wages are too low.
- Policies regarding staff.
- The scheduling system for the studios lacks functionality and is cumbersome. It feels antiquated and difficult to navigate. The way studio time is currently being booked provides too tight of a window to configure the space for larger, more ambitious projects. Producers should be expected to plan all their episodes in pre-production and shoot everything in blocks, not on a rolling basis, to better utilize the space, set-up, tear-down, and availability for others.
- acting courses
- pay staffers more
- In addition to the environment as mentioned above: 1. The pace of societal change is now exponential but we've been taught to think linearly. This creates a disconnect between how we think and act about the future And how it will really be. You should help bridge this disconnect. 2. Most of us are dangerously disengaged from civic affairs and politics while our country is on the verge of electing a dictator. Engagement should be part of your programming. 3. AI and other exponential technologies have already started to disrupt life, work and society as we know it. The public needs training on how to use technology to think and act exponentially. This can be made fun through gamification. 4. We live in a remarkable time when we can reimagine our world and everything in it. Let's bring this point home in live town hall meetings that are broadcast on your channels. As we make this happen, 'This is going to be the most amazing, inspiring, and unifying social movement the world has ever seen.
- Seems like there is a big need for small nonprofits to use video and it is expensive. Not sure how Pasadena Medica can help get the word out about non-profit services.
- Organization outreach to the community. Who does Pasadena Media serve? Is it only available to public meetings?
- (1) Studio Scheduling: Currently the studio only has weekday daytime hours. This prevents those that have 9-5 type jobs from participating. The studio could go to a Tuesday through

Saturday schedule (like some restaurants) and/or have days with 2 PM until 10 PM instead of 10 AM to 6 PM hours without changing the total number of hours open. (2) There is a mechanism for purchasing capital equipment that costs thousands of dollars (PEG Capital), but I can find no mechanism for purchasing items that cost \$100 to \$300 dollars like phantom powered lavalier microphones.

- Current perception of the Pasadena community as to the community benefit of KPAS and The Arroyo Channel
- Survey is not user friendly not ask the right questions. Dry questions get dry response.
- Pasadena Media has been reluctant to develop a local news department other than to produce the Pasadena Media News video shorts. Multiple communities within Pasadena would benefit from scheduled news broadcasts focusing on their concerns and interests (e.g., the Armenian community and the rapidly growing Asian community). That is an aspect of community cohesion that is not being adequately addressed.
- Bring in younger voices. Engage outside the usual suspects for community engagement.
- it needs a succession plan
- Other options or funding sources to ensure the future or expand the reach/offering of Pasadena Medias contribution to other community organizations.
- no mention of budget
- Largest current market are the Baby Boomers who have experience, time and resources. After serving others (family, work), they are looking to serve their dreams but may not know what they are or how to express them. PM can help them explore this. Gen Z/Millennials don't want to go into the "cubicle" and may look for tools that encourage independence, honest self expression and unconventionality. That's why I am not sure mainstream social media is where your people are at. PM should try to establish itself as a refreshing creative community outside of the false pressures of social media. There may be much to learn from the success of PBS and KCET.
- Communication with producers since COVID

Q22 1. I identify with the following generation (select one):

Answered: 41 Skipped: 4

ANSWER CHOICES	RESPONSES
Baby Boomer	43.90% 18
Gen X	19.51% 8
Tweener	0.00% 0
Millennial	21.95% 9
Gen Z	0.00% 0
I am not sure	14.63% 6
TOTAL	41

Q23 2. I identify with the following race or ethnicity (select one):

Answered: 41 Skipped: 4

ANSWER CHOICES	RESPONSES
White/Caucasian	53.66% 22
Black/African American	21.95% 9
Lation/Hispanic	9.76% 4
Asian/Pacific Islander	2.44% 1
Mixed Race	7.32% 3
None listed	4.88% 2
TOTAL	41

Q24 3. Where do you live?

Answered: 41 Skipped: 4

ANSWER CHOICES	RESPONSES
Pasadena - District 1	14.63% 6
Pasadena - District 2	9.76% 4
Pasadena - District 3	9.76% 4
Pasadena - District 4	7.32% 3
Pasadena - District 5	9.76% 4
Pasadena - District 6	17.07% 7
Pasadena - District 7	2.44% 1
Altadena	14.63% 6
Elsewhere in LA County	14.63% 6
Outside LA County	0.00% 0
I am not sure	0.00% 0
TOTAL	41

Pasadena Community Access Corporation
Board of Directors Special Meeting: Strategic Planning - Charting the Course
June 21, 2024 – 8:30 am – 3:00 pm

Facilitator: Diana Peterson-More, The Organizational Effectiveness Group, LLC
diana@dianapetersonmore.com 626.862.0603 www.dianapetersonmore.com

Group Work, ***Handout #4***

Goal: The aim of this exercise is to narrow down the aspirational, inspirational and achievable goals to the top three to five. This will be accomplished by each small group selecting up to five goals, documenting each on a separate sheet of flipchart paper, with the group “voting” on the ideas. The vote will be undertaken by the various, non-duplicative flipchart papers being posted around the studio, with each group moving from flipchart to flipchart voting on up to five ideas. At the conclusion of the exercise, the five with the most votes will then become the five strategic goals PCAC will pursue.

Process: The group will be divided into teams of three to four and include Board members and staff. This is the “Small Group Work.”

Instructions – Roles and Responsibilities – Time Allotted: Before beginning the work, determine who will lead the discussion, who will be the timekeeper, who will document the decisions, and who will present the small group’s work to the larger group. An individual may perform multiple roles, and more than one team member can work on each phase. All of that is up to each team.

There is 45 minutes total time for this part of the overall process, excluding the group presentations, which will open up the afternoon work. This portion is allocated 45 minutes. It is suggested the time be allotted, as follows: 1) Brainstorming – 20 minutes; 2) Team decision-making – 10 minutes; 3) documenting the decision – 5 minutes; 4) presenter to practice; group to provide feedback, revise, as needed – 10 minutes (total time expended, 45 minutes).

The Afternoon Session – 1 ½ hours: The small groups will report out, explaining what each chosen goal means. Afterwards, those ideas that are duplicative will be narrowed to the one concept the group agrees to by consensus. Thirty minutes (1/2 hour) is allotted for this part of the exercise.

Once the strategic goals are selected by majority vote, the next hour will be devoted to discussion, and identifying, the tasks and duties to be accomplished each year, with an allocation of the responsible party/ies and due dates. This includes a discussion of board and staff roles and responsibilities.

Time permitting, the respective roles will be more finely tuned.

Conclusion: This information will form the basis of the Strategic Plan.

Pasadena Media CAC Advisory: Develop & Implement an “Access for All” Policy

PM Access Policy

- * Develop and submit Access Policy to PCAC for consideration and approval.
- * Access Policy establishes an ACCESS standard for Pasadena Media.

Focus Group

- * Recruit ACCESS Users Group to review Pasadena Media website and video-programming.
- * ACCESS Users Group Review identifies barriers including access solutions and recommendations.

Audit PM Website

- * Conduct full W3C audit of PM website.
- * Match, prioritize, and identify options with available funding and staff resources.
- * Develop budget & timeline for implementation.

Hardware/Software

- * Identify CC/OC needs for PM Channels and website.
- * Purchase & install appropriate hardware/software.
- * Identify staffing requirements to train, implement, promote and sustain.

Training & Staff Development

- * Develop Access Training Workshop for PM Staff
- * Develop Access Training Workshop for PM online audience

Partnerships

- * Pasadena Public Library
- * Pasadena Historical Society
- * Pasadena Community Access Corporation / CAC
- * Accessibility & Disability Commission
- * Pasadena Arts & Cultural Affairs Division

Promotion

- * Develop and design PM webpage highlighting site accessibility UI features
- * Develop campaign highlighting PM’s commitment towards making PM programming and website user-friendly for all.

Here is an organized categorization of the responses from the 2024 Pasadena Media Survey:

Training and Education

1. Programs to teach young people content production (iPhone usage, film editing, sound mixing)
2. Advanced training/credentialing in video and audio production, storytelling, public affairs.
3. Training on the use of AI for work and home applications.
4. Teaching accreditation for workforce readiness level training.
5. Internship options with local non-profits for diverse groups (students, seniors, people with disabilities, previously incarcerated individuals).
6. Production training for youth.
7. Partnerships with schools for hands-on media production training.
8. Training on remote productions and aerial video production.
9. Acting courses.

Community Engagement and Visibility

1. More bi-lingual options and reporting on community members and neighborhood heroes.
2. Programs covering the history and culture of Pasadena neighborhoods.
3. Short videos about community events or non-profits.
4. Shows about Pasadena communities and diverse viewpoints.
5. More promotion and visibility within the community.
6. Creation of greater visibility through Pasadena's social media pages.
7. Outreach to the community through townhall meetings and neighborhood organization board meetings.
8. Coverage of major land use and business developments.
9. Community engagement through public forums and townhall meetings.

Facilities and Equipment

1. Updated equipment for studio and field use.
2. Expand gear rentals to excite the community
3. Purchase or acquire a dedicated space for studio and offices.
4. Improved scheduling system for studio usage.
5. Affordable camera insurance for equipment checkout.

Content and Programming

1. Greater emphasis on podcast production.
2. Creative set design, costume archive, and make-up artistry.
3. Growth of telephone call-in access for programs.
4. Diverse and inclusive programming with different political viewpoints.
5. Programs addressing needs of Pasadena's nonprofit organizations.
6. Development of a dual-enrollment educational pipeline for media production and broadcast journalism.
7. More opinion shows and issue debates from diverse viewpoints.
8. Compelling and boundary-pushing programming.
9. Public access video production for artists.
10. Crime stat monitoring program.

Strategic Goals and Development

1. Increase overall budget and staff wages.
2. Launch new revenue stream initiatives.
3. Move into a larger or shared facility.
4. Create a brand awareness campaign.
5. Hold more in-person events.
6. Hire additional staff (Marketing Manager, Events Manager, News Director).
7. Develop ambassador programs with local nonprofits.
8. Produce original content and memorable shows.
9. Integration of school district activities with PCC and media outreach
10. Collaboration and co-location with other community services.
11. Establishing an endowment.

Miscellaneous

1. Address the clear mission and relevance of Pasadena Media in the digital era.
2. Explore opportunities for fundraising as a city agency.
3. Evaluate and improve staff compensation.
4. Policies regarding staff and working conditions
5. Need for a succession plan.
6. Current perception of Pasadena Media's community benefit.
7. Increased civic engagement and public service announcements.

This categorization covers the broad areas of training, community engagement, facilities, content programming, strategic goals, and miscellaneous concerns mentioned by survey respondents.