

December 1, 1999

Dear Honorable Mayor and Members of the City Council,

**BOARD OF DIRECTORS**

**PRESIDENT  
BARRY GORDON**

**VICE PRESIDENT  
SARAH SMITH ORR**

**TREASURER  
GEOFFREY BAUM**

**ERNESTINE MOORE  
PASADENA CITY COLLEGE**

**ANN ERDMAN  
CITY OF PASADENA**

**RANDY POLK**

**LAUREN BAILEY**

**DANIEL PARK**

**GEOFFREY BAUM**

**EX OFFICIO  
MEL MATTHEWS  
CHARTER COMMUNICATIONS**

**EXECUTIVE DIRECTOR  
ELBERT J. DYSON**

On behalf of the Board of Directors of the Pasadena Community Access Corporation (PCAC), I am pleased to submit our Business Plan for your review. Special acknowledgment must go to our Vice-President, Sarah Smith Orr, whose expertise in revitalizing non-profit organizations, and her knowledge of how to create an effective business plan, was so invaluable to the process, and to Anna Olvera of Olvera and Associates, who authored the Market Analysis that provided our Board with the necessary benchmarks to evaluate PCAC's strengths and weaknesses. Appreciation is due to the other members of our Board – Lauren Bailey, Geoffrey Baum, Ann Erdman, Ernestine Moore, Daniel Park, Randy Polk, and our newest member, Ralph McKnight – whose input was so essential to the completion of the Plan. Finally, we thank staff members Doris Fifer, Kevin Brechner, Oliver Brown, and Joe Carbonetta, who were immensely helpful to our understanding of the day-to-day operations of the station and of the technological issues we need to address. As you can see, this has truly been a collaborative effort.

The Plan before you is divided into three main sections. Section One provides a brief overview of the current status of the organization. It also provides a summary of the major findings from the Comparative Market Analysis conducted by Olvera and Associates. This analysis examined the "best practices" of five successful public access stations throughout the country and also profiled public access stations in cities in Southern California that Pasadena often looks to for benchmarks. Section One proceeds with a brief discussion regarding PCAC's current equipment inventory and its needs for the future. Finally, the Section provides a summary of the key recommendations derived from a financial review conducted by the City's Department of Finance.

Section Two provides a more thorough analysis of PCAC's current condition, its strengths and weaknesses, and its vision for the future. After a brief definition of the concepts used in Section Two, the Section looks at five key areas of focus, or Strategic Directions: Organizational Structure, Outreach, Technology, Finance, and Programming. Each Strategic Direction begins with a statement of PCAC's current status concerning the particular area under discussion, describes the goals of the Board in regard to each Strategic Direction, and provides a series of specific Action Steps to achieve each goal.

Section Three provides a brief financial profile of the organization, including a projection of revenue and expenses over the next four fiscal years, based on our best estimates. This is the least complete Section of the report, due to the fact that PCAC is currently undergoing its first full audit in many years. As soon as the audit is completed, it will be submitted to the City Council as an addendum to the Business Plan.



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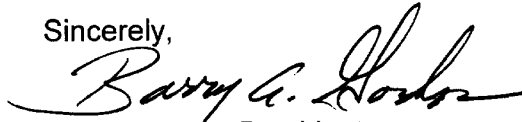


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We on the Board are certainly cognizant of the fact that this Plan is long overdue. As you know, there have been several additions to the PCAC Board over the past year. I believe that this current Board has the vision, energy and commitment to turn PCAC into a valuable resource for the community. This business plan is only an initial step in that process. This is very much a work in progress. Obviously we will not be able to complete all of the action steps outlined here at one time. The Board is currently working on a time line to reach these goals within the next five years. We have already begun to make hard decisions regarding the future management of the organization and there is obviously much left to do.

With your support, we will be able to pursue our new vision for PCAC and turn it into an organization of which you can all be proud. We look forward to working with you in the coming months and years to turn our dream into reality.

Sincerely,

A handwritten signature in black ink, appearing to read "Barry A. Gordon". The signature is fluid and cursive, with a long horizontal stroke at the end.

Barry Gordon, President  
PCAC Board of Directors