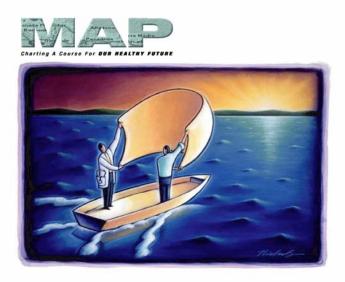
## Pasadena MAP Campaign Forces of Change Assessment Summary Report

**June 2005** 



## **Forces of Change: Summary Matrix**

Trends/	Recent	Opportunities	Threats
Factors and Events			
Housing	Increasing home values and home prices	Develop more urban "residential corridors"	Housing crisis – crisis in service industry (people can not afford to live where they
	Lack of affordable housing	Develop opportunities for inter- district transfers for people who	work)
	Gentrification – need to monitor development.	work in Pasadena.	Impact of affordable housing  – living further away from jobs, longer commutes.
	Growth of multi-unit housing in central Pasadena.		Insufficient time, wages, attention to child-care
	Growing imbalance between supply and demand		Overcrowding. More diseases. More code violations
			Gentrification erodes sense of community in NW
			Creates more traffic and noise pollution.
			Increase in sub-standard housing
Employment	Decreasing availability of employment or jobs in the area	Telecommuting and working at home—increase in people	Two-income families and commuting – Decrease in
	Decreasing salaries	localized by their home—more time for family, opportunity to address issues cooking at home,	parental involvement and weakening of family structure
	Technology companies leaving Pasadena.	no more latch key kids	Inadequately prepared and insufficient workforce
	Biotech industry growing in Pasadena	Greater access to cutting edge technology and resources.	Jobs lost
	City economy is prospering	Potential crisis in service industries might ultimately drive up wages (service workers, child care	
	Technology will shift from Silicon Valley to Pasadena	workers)	
		Create more opportunities and incentives for businesses to come to Pasadena	
		Increased tax base (sales and property tax)	

Trends/ Factors and Events	Recent	Opportunities	Threats
Education	Economic shift in demographics of the public school  Poor graduation rates Increasing illiteracy of youth Decreasing number of students attending PUSD.  Poor public perception of PUSD.  Cuts to district budget – reduced state funding. Inconsistent test scores.	Look at our total education system and recommit ourselves to education for all in an equitable way  Plans for Primary Center in NW  55 private schools could they be mobilized  CEC at PCC has put together a youth coordinating task force to look at how to catch the 1000+kids who are not graduating  PCC has over 100 locations — opportunities for learning, enrichment for all 30,000 students of which only 40% come from our district.  Nighttime use of school facilities  Focus comprehensively on administrative costs and school facility utilization.  Utilize pinpoint data to determine grades/classes falling behind.  Better target limited resources to District priorities.  Budget cuts — may cause uncertainty among staff and	People moving into community not attending public schools  No progress in making schools community centers  No new school site for new school  Graduation rates low and related to criminal justice system  Youth literacy – lack of reading writing and life skills  Important services decreased/eliminated – declining quality of education puts vulnerable families more at risk.  Citizens don't reach their potential – long term impact economically, health, and community vitality.  Declining enrollment reduces funding.  Undermines progress of overall PUSD – creates sporadic ups and downs.
		consolidation of schools	

Trends/ Factors and Events	Recent	Opportunities	Threats
Factors	Increasing costs of heath insurance/decrease in value of coverage  Decreasing number of providers accepting state and federal health insurance.  Increased opportunities for public health (bioterrorism)  Emerging disease and MDR Shift in priorities to newer diseases might overshadow our on-going needs (decreasing low birth weight babies)  Disparity in medical treatments and availability of treatments for individuals  Increasing attention to bioethics (arguments may increase)  Obesity  Aging population -corresponding increase in long term diseases.	Move from a private to a more public system of health care – universal health care  In our state and in others, universal health care efforts, there are other potential models. We should look to leverage efforts  Opportunity for pharmaceutical industry to make vaccines etc.  Address unhealthy lifestyles which may lead to 80% of our health care costs.  Aging - hospital crisis opportunity to develop an appropriate approach/system to address chronic disease Focus more on urgent and preventative care to keep people out of the ER  Moving away from traditional methods of health educ/prevention—go into communities rather than expect them to come to us. (perhaps develop audio CD's for commuters)  Improve enrollment in public insurance programs  Conduct more dental hygiene education.  Opportunity for a multi-sector approach to improve health, nutrition, and exercise to reduce obesity (nutrition policy)	Fragmented healthcare providers –no family health doctors  Only one hospital in the city – insufficient care available for the population  Poor people and seniors are forced to choose between getting their medications and food, rent, etc.  Stroke, heart disease, etc. are impacted by poor dental care.
	Increasing influence on us locally - terrorism, disease  Closure of trauma centers and		

Trends/ Factors and Events	Recent	Opportunities	Threats
Health Care (cont'd)	hospitals creating overburdened emergency rooms.  Costs of health care rising but		
	insurance coverage worsening.  Need more providers willing to work in underserved communities.		
	Need more emphasis on dental care.		
	Increasing mental health problems (i.e. "9/11 Syndrome")		
	LA County downsizing staff and services		
	Lack of specialty care (vision, cardiology)		
Population Shifts	Decreasing minorities  Immigration – shift in policies	City's diversity and responses to it. We can build a response that reflects our population	Absence of city-wide response/awareness of diversity issues
	Aging population	Increase intergenerational relationships, connections and	e.g. parallel tracks for education (private vs. public school
	Increase in youth population/younger population  Racial tensions "black-brown" and	Asset Development Network –	Don't value seniors and others who can participate
	Armenians.	talking about what kids actually need to prosper.	more actively –should mine the talents of different people
	Immigrants bring a "culture of health" with them – they may not access available health care resources.	Grandparenting opportunities for learning skill development Put youth in the forefront of policy decisions as a motivator to make good policy	Lack of cultural understanding and appreciation – lack of trust and fear increases threat of violence.
	Increase in "crack babies" – babies born during the crack peak are getting older and we don't know how they might impact our health care system.	Decrease kids access to guns: stricter controls (Jack Scott's Advocacy)	
	Immigration and language barriers	Professionals to mentor kids in a an easier way without an intense bureaucratic process	
	Increase in Latino births	Seniors and youth –underutilized	
	Growing Armenian population  Establishment of Asian population	Make sure our youth are educated (reading writing, life skills)	
	on east side	Re-examine how we support kids and their families within the	

Trends/ Factors and Events	Recent	Opportunities	Threats
Population Shifts (cont'd)		community  Create structures and communities that will support our growing aging population  Educate our community about resources and services that are available to them.  Proactive diagnosis  Proactively look at program efforts related to populations changes and revise services.	
Economic Trends	Transfer of wealth to baby boomer generation  Decrease in funding for endowment funds, due to economy, 9/11, etc.  Flattening of California economy	and revise services.	Greater disparity between haves and have not  Chasm between haves and have nots – increasing threats of crime (including technological crimes) decreasing resources available for positive change  Shrinking municipal resources for lower middle class.  Some direct services (i.e. mental health, substance abuse) may be reduced or eliminated.
Political	Re-election of Conservative President  State Budget Crisis  Federal cost shifting – passing costs on to states, counties, cities etc., resulting in fewer services  State will shift more responsibilities to local level.  Decreasing funds for services leading to merging or melt down of large numbers of non profits into much smaller service provider community.  Lack of concerns for citizens/individuals in budget	Define our own destiny (of NPO's) to guard against negative forces and duplication  Need to develop "political will" to shape the system to help our poor and elderly.  Think more globally about the resources we already—using schools as community centers  Use the existing structures for opportunities and increased entrepreneurship  Take seriously the research on when, where services are open available.  Look at kids, teens, etc and	Duplicated services provided by non-profits and threats of closure  Bureaucracy doesn't keep up with community events and changes  Decreasing compensation for health care professionals.

Trends/ Factors and Events	Recent	Opportunities	Threats
Political (cont'd)	decisions  Health care cuts used to balance budget  State and federal funding may be less comprehensive and more piecemeal.	schedules for schools as it relates to best impact learning  Organizations becoming more adept at detecting needs and addressing them.	
Technology	Unprecedented growth in technology.	Pushes basic health standards – for example, increases detection of pollutants and chemicals  Create standards of technology and share information (such as the automotive indusry)  Increase access to technology – so we can learn about things via the internet in our homes	As awareness grows, increases public anxiety.  Temptation to use over-use technology in the hopes that it will save us time or help us improve our work.  More isolation due to technology use –less community interaction  Many people do not have access to technology still – how to reach them?
Transportati on	People need to be able to access resources and services		
Environment	Increasing amount of traffic  Possible energy crisis due to diminishing resources  Rains  War	Look at public transit in a new way as shift and opportunity to press for changes.	People afraid to let children outside to play (increasing obesity)
Planning & Partnerships	Trends toward planning such as MAP  More partnerships and linkages  Shift from Intelligence Quotient to Emotional Quotient  Trend for individuals and organizations to search for increased deeper meaning  Increasing potential for youth in community –more youth getting involved	Partnerships will help us work more productively  Increase knowledge in how to tap human potential.  Access talented people who have not been able to contribute due to high risk behaviors or circumstances.  Break implementation plan into small actionable steps so residents and individuals can contribute  Focus on good things in Star News. Telling ourselves we can address individual challenges and	Over focus on planning – need to do!  Maintaining and sustaining partnerships to address issues is difficult  Insufficient community awareness of increasing activity  Media feeds paranoia instead of positive development  Impact of media and appeal to base human instincts  Over focus on privacy rather than on sharing information

## Forces of Change Assessment Summary

Trends/ Factors and Events	Recent	Opportunities	Threats
Planning & Partnerships (cont'd)		move on –build a positive energy in the community  Concept for neighborhoods – responsibility for each other, we need to work together with our neighbors.  An opportunity for a paradigm shift in how individuals, organizations and community think about health and wellness What is health and wellness and how do we respond to that? Research on how health and wellness works.  Pasadena and surrounding communities are somewhat unique (potential to address as well as inclination to address issues) How to maximize their effectiveness	Trends in the larger services systems ie, child welfare and mental health to community based service supports and interventions being driven by traditional thinking about services as the answer to all problems. Need to ask how to we build and offer community support beyond service delivery. Need more momentum for true change.  Absence of community outcomes related to non profit services