

Honorable Mayor and Members
of the City Council
City Hall
Torrance, California

Members of the Council:

SUBJECT: City Council Committee on Citizen Development and Enrichment – Accept and File August 13, 2012 Meeting Report

RECOMMENDATION

Recommendation of the City Council Committee on Citizen Development and Enrichment that City Council accept and file the August 13, 2012 meeting report.

BACKGROUND/ANALYSIS

At the City Council meeting of May 15, 2012 and as part of the budget discussion, Mayor Scotto requested that the Citizen Development and Enrichment Committee review several programs and budgets from the Community Services Department including the Madrona Marsh, Torrance Art Museum and Community Services subsidy levels. Two additional topics; Senior Citizen Excursions and the proposed Marketing Plan for Cultural Services Classes were also discussed the City Council meeting.

A meeting of the Citizen Development and Enrichment Committee was held on Monday, August 13, 2012 at the City Council Chamber to provide an overview of above programs and budget in order to provide residents with an opportunity to provide comments. John Jones, the Community Services Director and his Management Team provided the Committee members and a packed Council Chamber with an overview of each topic. The meeting minutes are attached to this item as Attachment B.

The following recap and action items were discussed and approved by the Citizen Development and Enrichment Committee:

MADRONA MARSH & TORRANCE ART MUSEUM

- Chair Brewer stated that the information received was sufficient and that staff should prepare a report on behalf of the Citizen Development and Enrichment Committee stating the Committees recommendation that the Madrona Marsh and Torrance Art Museum stay as they are.
- Councilman Barnett concurred with Chair Brewer and added that the Madrona Marsh and Torrance Art Museum are managed sufficiently and requested that staff send a report of the meeting to the City Council for its full consideration.
- Councilman Furey also concurred with the recommendations and requested that the report also include the Torrance Art Museum.
- Staff will explore revenue enhancement concepts for the Torrance Art Museum and gain approval from the Cultural Arts Commission and then return to the Citizen Development and Enrichment Committee with an update.

SENIOR CITIZEN EXCURSION PLAN

- John Jones stated that staff will conduct a survey of current members, as well as conduct a survey of other agencies to determine types and fees of excursions offered.
- Staff will also explore partnership opportunities with other cities in an effort to reduce the cost of excursions.

COMMUNITY SERVICES SUBSIDY LEVELS

- The current subsidy levels will be shared with the various Commissions for review and comment prior to bringing the discussion back to the Citizen Development and Enrichment Committee for further discussion.

MARKETING SUPPORT FOR CULTURAL SERVICES CLASSES

- The Community Services Department will develop a Request for Proposal and will bring a joint item with the General Services Department to the City Council for review and approval.

Councilman Barnett made the motion on the above action items, with a second from Councilman Furey. The motion was approved 3-0.

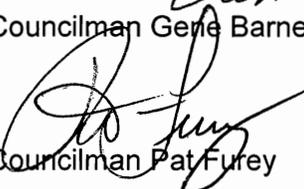
In the interest of reducing paper printing while still providing residents and any interested party access to the materials from the August 13, 2012 CD & E Committee Meeting, the agenda and all materials are available on-line at <http://www.torranceca.gov/21980.htm>.

Respectfully submitted,

CITY COUNCIL COMMITTEE ON CITIZEN
DEVELOPMENT AND ENRICHMENT


Councilman Tom Brewer, Chair


Councilman Gene Barnett


Councilman Pat Furey

- Attachments: A) Agenda and Staff Reports from the August 13, 2012 CD & E Committee Meeting (Limited Distribution). All materials are available on-line at <http://www.torranceca.gov/21980.htm>
- B) Meeting Notes from the August 13, 2012 CD & E Committee Meeting
- C) Additional Public Comments received since August 13, 2012

TORRANCE CITY COUNCIL CITIZEN DEVELOPMENT AND ENRICHMENT COMMITTEE

Monday, August 13, 2012
4:00 P.M.

CITY HALL
CITY COUNCIL CHAMBER
3031 Torrance Boulevard
Torrance, California 90503

AGENDA

1. CALL MEETING TO ORDER
2. INTRODUCTION OF GUESTS
3. MADRONA MARSH BUDGET
4. TORRANCE ART MUSEUM BUDGET
5. COMMUNITY SERVICES SUBSIDY LEVELS
6. SENIOR CITIZEN EXCURSIONS
7. MARKETING SUPPORT FOR CULTURAL SERVICES CLASSES
8. ORALS
9. ADJOURNMENT

COMMITTEE MEMBERS

Councilman Tom Brewer, Chair
Councilman Gene Barnett
Councilman Pat Furey

CITY STAFF

John Jones, Community Services Director
Richard Brunette, Recreation Services Manager
Eve Rappoport, Cultural Services Manager
Jason Minter, Senior Business Manager
Andrew Orpe, Sr. Administrative Analyst
Aram Chaparyan, Assistant to the City Manager

Committee Meeting of
August 13, 2012

City Council Citizen Development
and Enrichment Committee
City Council Chambers
Torrance, California

Members of the Committee:

**SUBJECT: Community Services – Breakdown of the Madrona Marsh
Nature Center and Madrona Marsh Preserve Budgets**

BACKGROUND

At the May 8, 2012 Budget Hearing, staff were requested to bring back a break-out of the Madrona Marsh Nature Center and Preserve budgets in order to explore budget efficiencies.

At the May 15, 2012 Budget Hearing, staff provided a complete break-out of the Madrona Marsh Nature Center and Preserve budgets, two distinctly different budgets. In recap, this request was an effort to better understand how these budgets are being subsidized. Staff has provided the following information that shows the breakdown for these budgets. The approved annual budget for the Madrona Marsh and Nature Center is as follows:

Program	Direct Costs	Indirect Costs	Dept.Overhead	City Overhead	Total
Nature Center	\$ 280,304	\$178,822	\$ 17,631	\$ 30,487	\$ 507,243
Preserve	\$ 142,233	\$ 90,738	\$ 8,946	\$ 15,470	\$ 257,387

Direct Costs

For clarification purposes, the full-time labor cost for the Nature Center Manager is loaded within the Direct Costs category for the Madrona Marsh Nature Center Budget; and the full-time labor cost for the Lead Maintenance Worker is loaded within the Direct Costs category for the Madrona Marsh Preserve Budget. These full-time labor budgets were placed within the Direct Costs category as these budgets are very specific and unique, and are only responsible for these specific facilities, and if all labor were eliminated, these budgets would also be eliminated. This is also true for the Farmer's Market Budget.

Madrona Marsh Nature Center:

◦ 1 Full-time Manager/Naturalist (incl. sal/benefits)	\$115,900
◦ 9 part time staff (does not include benefits)	\$111,313
◦ 1 Recreation Specialist II (1,664 hours / .8 FTE)	
◦ 1 Intern (999 hours / .5 FTE)	
◦ 7 Senior Recreation Leaders (4,443 hours / 2.1 FTE)	
◦ Materials and Supplies:	\$ 16,959
◦ Live animal upkeep and maintenance	
◦ Program supplies and services	
◦ Water testing supplies	
◦ Lab equipment maintenance and supplies	
◦ Audio-visual equipment replacement and maintenance	
◦ Taxidermy supplies and maintenance	
◦ Cleaning supplies	
◦ Staff uniforms	
◦ Professional/Contract Services:	\$ 36,132
◦ Janitorial Services	
◦ Security/Fire Alarm monitoring	
◦ Security/Fire Alarm maintenance	
◦ Copier/Printing Services	
◦ Utilities	
◦ Program Instructors	
◦ Native Plant Garden maintenance and supplies	
◦ Equipment repair and service	
◦ Non-routine air conditioner service	
◦ Non-routine building maintenance – electric, plumbing, painting, pest control etc.	
SUB TOTAL	\$280,304

Madrona Marsh Preserve:

◦ 1 Full time Lead Maintenance Worker (incl. sal/benf)	\$ 85,300
◦ Materials/Supplies:	\$ 18,128
◦ Hand tools	
◦ Watering equipment: hoses, sprinklers, buckets, quick couplers etc.	
◦ Power equipment replacement	
◦ Heavy equipment: mowers, discers, landscape rakes etc.	
◦ Nursery materials: table construction, soil, fertilizer, containers, seed processing and storage, tools and storage	

○ Irrigation repair and installation	
○ Fence maintenance, materials and repair	
○ Professional/Contract Services:	\$ 38,805
○ Rental equipment	
○ Pumping services	
○ Equipment repair and maintenance	
○ Tool repair and maintenance	
○ Green-waste hauling and dumping fees	
○ Non-routine irrigation repair and replacement	
○ Non-routine tree-trimming	
○ Vacuum breaker maintenance and repair services	
○ Electrical maintenance and repair	
○ Bio-filter Maintenance and upkeep	
○ Sump pumps maintenance and repair	
SUB TOTAL	\$142,233

Indirect Costs

The Indirect Costs for these budgets were developed from a formula and subsequent dollar value that was distributed throughout each program in the Recreation Division based on each program's budget size. The total indirect cost is comprised of the entire division's overhead costs, including full-time management, supervisory and clerical staff, employee training, professional memberships, and City Interdepartmental Charges including phone, internet and data service, computer replacement, liability/insurance funds, and general building maintenance. Staff took the Total Divisional Overhead costs, which are \$2,328,126, and divided them between each of the different program areas, based on their respective share of total Direct Costs.

ANALYSIS

In an effort to review, and see if there were any budget efficiencies that could take place at the Nature Center and Preserve, staff reviewed all of the direct costs within the Nature Center budget and Preserve budget individually. Staff found that Nature Center Budget consists of 41% full-time labor; and 59 % Materials, Supplies and Contract Services. The Madrona Marsh Preserve budget consists of 60% full-time labor; and 40% Materials, Supplies and Contract Services.

In summary, staff have identified that \$201,500 of the total \$422,537 for both the Madrona Marsh Nature Center and Madrona Marsh Preserve, or approximately 47% of the total direct costs are attributable to the full-time labor of the Nature Center Manager and Lead Maintenance Worker. The remaining amount of \$221,037 or 53% of the Direct Costs are associated with part-time Staff, Materials and Supplies, and Contract Services.

In review of the labor operational efficiencies of the Nature Center and Preserve, staff identified that there are two full time staff members and a total of 9 part-time staff members who are responsible for the full operation and maintenance of these two facilities. The labor budget for the part-time staff members totals \$111,313. Staff has provided an Organizational Chart and Operational Chart with duties for all staff members at these facilities (Attachment A).

In addition, volunteerism by the Friends of Madrona Marsh and local volunteers equated to 7,685 volunteers totaling 20,067 hours. In order to provide a value for these volunteered hours, staff used the Bureau of Labor Statistics for California rate of \$21.79 per hour, which totals \$167,914. These volunteers assisted in habitat restoration, leading tours, teaching classes, conducting biological surveys, assisting with publications, assisting with grant writing, developing art work, keeping statistics on numbers of visitors, volunteers and usage for the Preserve and Nature Center, assisting in Marsh-related water quality monitoring, assisting in biological research, mapping of the Preserve and Nature Center Property, and assisting in the maintenance and management of the Nature Center and the Preserve. Staff has concluded that without the support of this huge volunteer pool, and the part-staff that direct these volunteers, the current classes, programs and events that are currently provided at the Nature Center and Preserve would not be possible.

Besides offering thousands of volunteer hours annually, the Friends of Madrona Marsh (FOMM) also support the Nature Center and Preserve financially. In 2011 they donated \$62,482. Their donations provide for or assisted with the native plant garden maintenance, restoration of the Preserve, publications, tool and other equipment purchases, research/lab equipment purchases, the Friday Fun preschool and Second Sunday science programs, contract services, small grant support, audio visual maintenance, repair, and (if necessary) replacement.

Grant funding has also contributed greatly in support of the total Nature Center and Nature Preserve programs. Over the past 10 years, small grants totaling more than \$113,000 have assisted in all aspects of the Nature Center and Nature Preserve program. Funds from these grants have provided for everything from interpretative panels for the gardens, to interpretative brochures, to the landscaping of the Madrona Avenue Median. In addition, staff have been successful in securing a couple of large grants totaling \$1,464,000 of which approximately \$500,000 funded a bio-filtration system that cleanses urban runoff before it enters the wetlands. The remaining funds will be used to make improvements to the educational aspects of the Nature Center creating an Interactive Educational Exhibit as well as improvements to the Preserve.

Staff also reviewed quantity and quality of community programs offered, and determined that the Madrona Marsh Nature Center and Preserve offers numerous high-quality programs and volunteer opportunities throughout the year. The programs focus on nature-related educational classes, tours that are in alignment

with California State Elementary School Standards for third grade, general Preserve tours for elementary students, college (curriculum-based) tours, senior programs, Native Plant – Water-wise Gardening Classes, nature art classes, nature photography classes, nature writing classes, nature-related Boy and Girl Scout Merit Badge Classes, Eagle Scout Projects, Girl Scout Gold, Silver and Bronze Award Projects, science fair student mentoring, college research mentoring, college internships, Torrance Youth Leadership mentoring, Youth development Program mentoring, Service Learning programs, outreach programs for many schools and organizations and Special Events.

In order to put this into perspective, in 2011 the Madrona Marsh was visited by 30,582 people, who participated in self-guided walks, guided tours, field trips, classes, clean up days, and other special activities. Of these visitors, 9,860 participated in a scheduled program.

In review of each operational area within the Nature Center and Preserve programs, staff concludes that both the Nature Center and Preserve operate extremely efficiently on their existing (Direct Cost) budget of \$422,537, and there are no budget efficiencies to be found without elimination of operational hours or full programs that are currently being offered to our community.

Lastly, staff are providing copies of various emails and letters they have received from the community regarding their support of the Nature Center and Preserve. (Attachment B).

Respectfully submitted,



John Jones
Community Services Director

CONCUR:

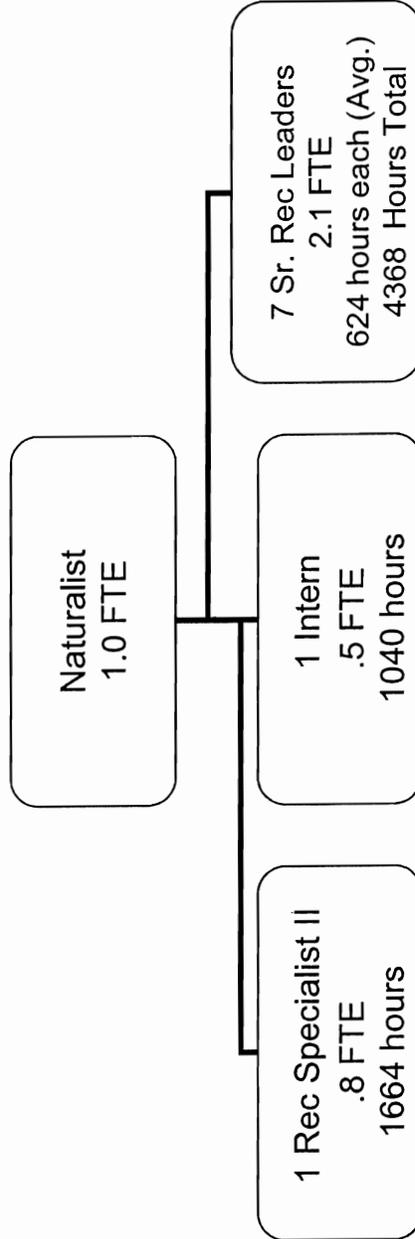


LeRoy J. Jackson
City Manager

Attachment:

- A. Madrona Marsh Nature Center and Madrona Marsh Preserve Organizational Charts with Operational Chart
- B. Copies of letters and emails of support

Madrona Marsh Nature Center Organizational Chart



Madrona Marsh Preserve Organizational Chart



Madrona Marsh Operational Chart

City of Torrance / Community Services Department / Recreation Services Division
Madrona Marsh Preserve and Nature Center

(as of 8/09/12)

Tracy Drake, Manager and Naturalist (full-time)

Oversee all aspects of the Preserve and Nature Center operations, management including research, monitoring of species, maintenance of the Preserve and Nature Center, all volunteers, educational, outreach, mentoring, leadership and internship programs. Liaison with COT departments on projects on and off the Preserve. Works with all land management regulation agencies. Set Nature Center and Preserve protocols related to safety, training and maintenance. Publish all nature related documents about the nature of the Preserve.

PART-TIME STAFF

Mark Christiansen, Intern I Nature Center Maintenance
 Oversees general maintenance and upkeep of Nature Center, including organization and improvement projects, runs all evening programs

Manages 10 volunteers per/mo
 Volunteers assigned to reception, research and special projects related to maintenance

Dawn (Beth) Scott, Sr. Rec. Ldr. Programs Coordinator
 Creates and implement all marketing, coordinates logistics of all Madrona programs, maintains files, manages all Nature Center Animal exhibits

Manages 15 volunteers per/mo
 Volunteers assigned to reception, animal feeding, clerical assignments and program assistance

Robert Carr, Sr. Rec. Ldr. Sciences Coordinator
 Conducts Preserve soil and water testing, and reports, maintains two science labs, creates and implements science-based educational programs

Mentors 10-20 students per/yr
 Mentors Elementary, Middle, High school and college students conducting research at Nature Center and who present at local science fairs

Ed VanDeuver, Lead Groundskeeper (full-time)
 Responsible for all of the maintenance of the Preserve, surrounding parkways, and Nature Center grounds, all tools and equipment with limited assistance from volunteers, hire--a-youth and Youth Development Program students. Coordinates with PT staff for projects, liaisons with the Park Services Department and other agencies as needed

Ruth McConnell, Sr. Rec. Ldr. Program Assistant
 Provides program support for Second Sunday Science Program only (works 24 hours a yr)

Manages 10-20 interns & staff and volunteers per/yr
 Mentors people on work permits are paid or are volunteers from outside organizations who are assigned to Madrona to learn job skills through temporary work assignments

PART-TIME STAFF ... CONTINUED

Linda Gonzales, Sr. Rec. Ldr. Nursery Coordinator
 Manages the native plant nursery, including propagation and inventory. Coordinates Marriott Volunteers monthly. Teaches 10-20 Native American programs per/yr

Manages Propagation Society 5-15 vols per/mo
 Volunteers assist in the nursery and on highly specialized projects

Daniel Marion, Sr. Rec. Ldr. Restoration Coordinator
 Recruits and train Advanced Restoration Crew members, coordinates Preserve Watering and Service Learning Program, develops and implements many programs

Manages 75-100 vols per/mo
 Volunteers assigned to restoration and participate in the leadership-training program

Ron Melin, Sr. Rec. Ldr. Restoration Coordinator
 Coordinates all Eagle Scout Projects, scout tours, merit badge classes, coordinates general restoration, conducts biological surveys, teaches classes

Manages 75-150 vols per/mo
 Volunteers assigned to restoration, Eagle Scout projects, and those conducting biological research/surveys

Cindy Fox, Sr. Rec. Ldr. Restoration Coordinator
 Co-coordinates general restoration, oversees all tule management including mapping, mows and maintains restored areas, maintains 236th Pl. project and oversees tool inventory

Manages 75- 100 Restoration Volunteers per/mo
 Volunteers assigned to general restoration or tule maintenance

Dinuk Magammana, Sr. Rec. Ldr. Wildlife Specialist/Graphic Artist
 Conducts biological surveys and documentation, creates graphic art for programs, fliers, and provides tours and program support in art, photographic and science programs

Manages 5-10 Volunteers per/mo
 Volunteers assigned biological surveys, record keeping, reception Nature and Center animal maintenance

PART-TIME STAFF ... CONTINUED

FULL-TIME:

- 1- Manager/Naturalist: Tracy Drake
- 1- Lead Grounds Keeper: Ed Vandever

PART -TIME:

- 1 - Intern II works 999 hours per year: Mark Christiansen

PART-TIME continued....

- 8 - Senior Recreation Leaders:
- - 4 work 999 hours: Bob Carr, Ron Melin, Beth Scott, and Cindy Fox
- - 1 works between 700 and 800 hours per year: Daniel Marion
- - 2 work between 300 and 500 hours per year: Dinuk Magamanna & Linda Gonzales
- 1 works one program, 2nd Sunday Science, approx 24 hrs per year: Ruth McConnell

Senior Recreation Leader Duties

Position Summary

Under supervision, plans, organizes, and directs recreation programs, and does related work as required.

Organizational Relationships

The Senior Recreation Leader reports directly to a full-time Recreation Professional. Differs from Recreation Specialist in that the incumbent is not responsible for planning and organizing community wide events and programs within a specialty area in the field of recreation. Differs from Recreation Leader in that the Recreation Leader is not responsible for the overall operation of a program.

Representative Job Duties

- Monitors facility and equipment to ensure appropriate and safe utilization by participants and other personnel.
- Completes a variety of reports and routine forms such as safety check, work requests, vandalism reports, participant attendance reports, telephone log sheets, program posters and parent permission forms.
- Plans programs for an assigned park and prepares monthly and master calendars of activities.
- Completes program registrations.
- Collects and disseminates City and department information to the public.
- Takes facility reservations and provides clerical support services such as completing purchasing and contract requests according to established procedures.
- May assign duties to subordinate leaders.
- May perform lower classification tasks of same assignment.

Knowledge, Skills and Abilities

Knowledge of:

- A variety of recreation activities such as softball, arts and crafts, field trips, tournaments, and special events;
- Techniques of planning and implementing recreation programs;
- Telephone etiquette.
- Basic first aid procedures.

Ability to:

- Follow written and oral instructions;
- Perform basic arithmetic calculations;
- Plan, lead and direct recreation activities;
- Implement department's philosophy of recreation;
- Establish and maintain effective working relationships with the public and with other personnel.

Experience

Minimum of 1 year of part-time experience in recreation or demonstrated job performance in a specialty area (i.e. fine or performing arts, sports, park and playground activities, preschool activities, therapeutic recreation, senior citizens or public information).

Education

No specific minimum. High School graduate.



Friends of Ballona Wetlands

www.ballonafriends.org

July 7, 2012

Honorable Frank Scotto
Mayor
City Council Members
Torrance City Hall
3031 Torrance Boulevard
Torrance, CA 90503

Via Email

RE: Support for Madrona Marsh

Dear Honorable Mayor and Torrance City Council Members:

As Executive Director of Friends of Ballona Wetlands I represent the interests of thousands of constituents who visit the Ballona Wetlands every year. One of the things we do is promote other organizations that offer education and restoration programs in their watersheds, and Madrona represents a very special habitat of remnant vernal pools and seasonal ponds.

More than that, the Friends look up to and emulate the programs that Tracy Drake and her staff have created for the enjoyment and education of the many visitors to the Madrona Marsh Nature Preserve. Considering that the Preserve receives more than 30,000 visitors yearly - between the school kids coming on field trips, people attending classes of all kinds, performing restoration activities, volunteering and participating in programs, or just holding meetings, Madrona is a mecca which draws community members to gather and celebrate our natural world.

You have a fabulous nature center and preserve habitat for visitors to explore, a wonderful treasure that we consider one of the "pearls" in the "emerald necklace" of parks and native habitats left in Southern California. We hope you feel the same way we do and will continue supporting Madrona Marsh and all the wonderful services they provide.

Sincerely,

Lisa Fimiani
Executive Director

Board of Directors

Dr. David Kay, President
Dr. James Landry, Vice President
Lisa Fimiani, Secretary
John Gregory, Treasurer
Ruth Lansford, Founder
Micah Ali
Paul Costa
Dr. Pippa Drennan
Susan Gottlieb
Stephen Groner
Steve Hirai
Dr. Edith Read
Bob Shanman
Catherine Tyrrell
Richard Wegman

Board Delegates

Jacob Lipa
Michael Swimmer

Emeritus Board

Tim Rudnick
Ed Tarvyd

-----Original Message-----

From: Marcelo Vignali <vignalistudio@aol.com>

To: fscotto <fscotto@TorranceCA.Gov>

Sent: Sun, Aug 5, 2012 3:53 pm

Subject: Please Keep the Marsh Open

Dear Mayor Frank Scotto:

On behalf of myself, my two daughters, Grace and Gloria, and several the neighborhood children, I would like to implore that you please protect the Madrona Marsh from budget cuts or worse -- closing the marsh. My youngest calls the marsh, "Our backyard."

Ever since I moved to Torrance five years ago, and discovered the marsh, I've been taking my girls and several neighbor children there on a regular basis. The marsh is a magical oasis that lies dormant for many months, revealing its incredible splendor after a good rain. We look forward to spotting the shy seasonal migratory birds after the rains. We've seen wood ducks, mallards, egrets, black phoebes and hawks.

By hardened muddy pools, we've walked alongside the tiny footprints of the marsh's nocturnal creatures such as the skunks, opossums and raccoons. My youngest daughter can show you and describe to you the difference between raccoon prints and an opossum.

I brought my youngest daughter along with one of her friends, Angeline, to the marsh after a rain. There we caught some of the tiny frogs that were hiding by the water's edge in the reeds. Her friend is ten years old and she said that she had never held a frog in her life, she described that day as "the greatest day in (her) life." The tiny frogs swam in the pools of their palms as both girls scooped up the water, then we made sure to carefully release the frogs back into the reeds.

My daughter and I have caught California fence lizards. Some have blue bellies, and some are a dark brown. These aren't different species, they're actually the male and female version of the same reptile.

On one occasion we discovered a large cricket. It was the size of my daughter's thumb! She held it in her hands while I snapped a few pictures. We researched it after we released it, only to discover this is a sand cricket. Neither of us had ever seen one before.

At a time when most kids never get their noses out of some reality TV show, or a virtual reality computer game, we need the marsh more than ever. Our Madrona Marsh is a visceral reality, an ambassador to those things that are real. Our Madrona Marsh isn't an amusement park, or garden park, it's a real functioning marsh with fragile and shy creatures enjoying this magical oasis amid our ever encroaching community.

Mr. Mayor please protect the Madrona Marsh, "our backyard."

Sincerely,
 Marcelo Vignali
 20117 Hawthorne Blvd
 Torrance, CA 90503
 310/948-3658



Date: Tue, 17 Jul 2012 14:58:13 -0700
To: FScotto@torranceCA.Gov
From: Ruth McConnell <bk506@lafn.org>
Subject: August 13 Council Meeting
Cc:
Bcc:
X-Attachments:

Dear Mayor Scotto - I am leaving town tomorrow and will be gone when the Council meets on August 13 to discuss the funding of the Madrona Marsh. I hope that the Council will recognize what a gem they have in the Marsh and how lucky we are to have it and the money spent there is not wasted. Just the other day when I was weeding, a lady was walking along the path and stopped to talk. She was from Hermosa Beach and had found out about the Marsh through the Internet

- and her comment was "I have found a little piece of heaven, and I won't let it go".. I hope all of you on the Council will recognize that we do have a little piece of heaven there, and you will continue to fund it. We are so lucky that our hotels recommend their guests visit the Marsh, and Torrance is becoming the place for nature lovers and birders from the world over to come and visit.

Remember that when you are thinking of dollars and cents and know that all you spend there comes back to us. I have weeded at the Marsh since I arrived in Torrance in October, 1995-just because when I called the Marsh, Shirley Turner said she was going to weed, why didn't I join her and I did and I have loved every minute of the time I have spent there since.

Sincerely,

Ruth M. McConnell

-----Original message-----

From: Alfred Hennig <derfla715@hotmail.com
To: "Scotto, Frank" <FScotto@TorranceCA.gov
Sent: Wed, Jul 25, 2012 02:05:53 GMT+00:00
Subject: Madrona Marsh

Dear Mayor Scotto:

Please keep MADRONA MARSH, and its staff, operational. The Marsh is a true oasis in the South Bay!!

Thank you.

Al Hennig
Torrance Professional Offices Tenant



LOS ANGELES AUDUBON SOCIETY

7377 Santa Monica Boulevard, West Hollywood, California 90046-6694

Tel: (323) 876-0202, (888) 522-7428 Fax: (323) 876-7609

Website: www.LAAudubon.org E-mail: LAAS@LAAudubon.org

Honorable Frank Scotto
Mayor
City Council Members
Torrance City Hall
3031 Torrance Boulevard
Torrance, CA 90503

Via Email

Re: Support for Madrona Marsh

Dear Honorable Mayor Scotto and Torrance City Council Members:

Los Angeles Audubon is a California non-profit 501(c)(3) corporation established in 1910. The mission of Los Angeles Audubon is to promote the enjoyment and protection of birds and other wildlife through recreation, education, conservation and restoration.

As Conservation Chair of the Los Angeles Audubon Society I represent the interests of hundreds of avid bird watchers who visit Madrona Marsh every year.

Madrona Marsh is the last remaining remnant vernal pool in Southern California, and as such provides a vital stop-over for thousands of migrating birds and ducks every year.

LA Audubon considers the education and restoration programs that Naturalist Tracy Drake and her staff have established at Madrona Marsh Preserve as invaluable in promoting healthy ecosystems for birds and other wildlife, both at the preserve and in the local community.

Thousands of visitors benefit from these programs every year at Madrona.

Without these pocket preserves, and the education programs that go with them, the city of Torrance and surrounding areas of LA county would be deprived of a great natural asset.

We ask that you continue to support Madrona Marsh and the education programs that Tracy Drake and her staff provide.

Thank you

Conservation Chair

Honorable Mayor Frank Scotto
City of Torrance
3031 Torrance Blvd.
Torrance, California 90503

August 6, 2012

Dear Mayor Scotto,

I recently learned of the City's interest in determining the level of community support for the Madrona Marsh Nature Center and Preserve. Unfortunately I cannot attend the August 13 meeting at City Council Chambers; I have summarized my thoughts in this letter.

I have followed Madrona Marsh Nature Center since its inception, and the Preserve itself long before the Center was established. The City is to be commended for the Center's design, exhibits, programs, habitat restoration activities, and efforts to reach out to the community. Tracy Drake, together with staff and volunteers, has done a phenomenal job placing Madrona Marsh, and hence, the City of Torrance, on the map of "best practices" and destinations when it comes to Southern California's nature facilities.

Most notably, the service-learning and community service opportunities Tracy has extended to local high school and college students is remarkable. These programs present a cost-effective way to restore and maintain Madrona Marsh, eradicate invasive weeds, reestablish native habitat, and restore populations of sensitive plant and animal species. In addition, these programs enable youth to gain invaluable job skills and expand their career horizons. For some, it likely instills a sense of hope for the future and a compelling reason to stay in school and away from problematic elements. In the greater scheme, it is not unreasonable to consider Madrona Marsh an effective form of primary prevention of society's larger—and expensive—problems.

The presence of Madrona Marsh Nature Center and Preserve brings "green relief" to a heavily industrialized city. It provides Torrance residents, as well as visitors, with a range of opportunities to help curb what noted author Richard Lou has dubbed "nature-deficit disorder." Its ambience attracts people who seek exercise in beautiful surroundings, birdwatchers who seek wildlife-watching outings, teachers who seek authenticated experiences to connect abstract scientific concepts to local, real-world examples, and families who seek recreational outings with children. It is well documented that such experiences in nature extend far beyond simply having a good time. They counter emotional stress, promote mental acuity, and reduce physical health problems. Further, the data exist to support the claim that natural open space and trails are considered highly desired amenities among prospective homeowners (<http://www.americantrails.org/resources/benefits/index.html>).

The tangible and intangible benefits of Madrona Marsh Nature Center are significant and extend far beyond “nature study.” It truly is the emerald gem of the City and a destination place for its communities.

I hope the City takes these points into consideration as it reviews the merits of Madrona Marsh.

Sincerely,

Jennifer Rigby
Director, The Acorn Group
Member, American Trails, Executive Committee and Board of Directors
Member, California Blueprint for Environmental Literacy Leadership Team (ad hoc)

Dear Mayor Scotto,

We've had the pleasure of visiting Madrona Marsh and working with some of their staff and volunteers on exhibits a few years ago. Split Rock Studios work with a number of museums, parks, aquariums and nature centers in the Los Angeles area, and know what a rare and valuable resource the city of Torrance has in Madrona Marsh. There are not many places where residents can experience a native ecosystem in the heart of a city. The nature center is an important community resource, to help visitors understand and value the world around them.

You well know how few undeveloped areas remain, and Madrona provides an important haven for wildlife and people. The Marsh provides a peaceful escape for a short walk, and a fun place for families to explore at all times of the year. Residents place a high value on the sense of well-being that natural spaces provide. Preservation of ecosystem fragments is important regionally and globally.

We know these days of tight budgets require careful assessment of the value of every expenditure. We visit nature centers all around the country, and we can state unequivocally that Madrona Marsh is a high quality center and natural area that serves the community well, and deserves ongoing support.

Sincerely,

Lisa Friedlander
Split Rock Studios
2071 Gateway Blvd.
Arden Hills, MN 55112

Ph 651.631.2211 x717
800.433.9599 x717
Dir 651.789.4717
Cell 612.790.6428

lfriedlander@splitrockstudios.com
www.splitrockstudios.com

-----Original Message-----

From: NIETOENT <NIETOENT@aol.com>

To: groat99 <groat99@aol.com>

Sent: Mon, Jul 30, 2012 12:10 pm

Subject: Re: Madrona Marsh

Good letter, thanks Candy.

In a message dated 7/30/2012 10:34:31 A.M. Pacific Daylight Time, groat99@aol.com writes:

Dear Members of the City Council and Mayor Scotto,

Please avoid making any decisions which would negatively impact the Madrona Marsh, which many regard as a priceless crown jewel of the South Bay. Not only do thousands of birds frequent the Madrona Marsh as one of the few available places to nest or visit during migration along the coast, but just as importantly, thousands of visitors, including schoolchildren, have learned to appreciate the beauty and wonders of nature by visiting the Madrona Marsh, and the Nature Center with the native plant garden that is located across the street.

Recently, I was fortunate to be able to attend The Evening Stroll on the Marsh which was put on by the PVSB Audubon Society. We heard and saw numerous genera and species of birds, including egrets, and learned that there were about 60 ducks and ducklings visiting and living on the marsh during that period. We also learned quite a bit about the seasonal and perennial vegetation from Tracy Drake, who was our leader that night. As a frequent visitor of the nature center, I have noticed that Tracy often works overtime and yet, she always has a positive, helpful and friendly attitude. Other dedicated staff members also often attend our Audubon Third Tuesday monthly meetings and they add so much to our discussions and appreciation of birds and nature in general. We should all realize and appreciate just how hard working and dedicated those staff members really are.

I invite you to please come out and attend our Evening on the Marsh which is scheduled for the month of May next year. But, if you have not yet ever visited the Madrona Marsh and the Nature Center, you should visit soon, because you will begin to appreciate it just as much as those of us who frequently visit the Marsh to observe and learn about the other forms of life that exist in this wonderful place.

Respectfully,

Candice Groat
PVSB Audubon Society

Dear Frank Scott, Mayor and City Council Members: Gene Barnett, Tom
> Brewer, Pat Furey, Cliff Numark, Susan Rhilinger, and Bill Sutherland,
>

> I am a member of the Point Vicente Chapter of National Society Daughters of
American Revolution. Our chapter has invited Tracy Drake, Nature Center &
Madrona Marsh Preserve Manager, to speak at our October meeting on the history
and conservation of Madrona Marsh Preserve. We asked her to speak because of the
high value we place on conservation of natural resources. The Madrona Marsh
Preserve is an extraordinary natural resource that should be preserved.

>

> I am alarmed at the news that the City of Torrance may close or reduce its
operations at the Nature Center and Preserve. Please know that the City of
Torrance provides a valuable public and environmental resource and I strongly
encourage you to continue funding the Nature Center and Preserve, including all
its programs. Thank you for allowing me to voice my support of the Nature Center
and Preserve, and I hope that you will consider these comments at your August
13th meeting.

>

> Michele Gabelich
> 200 Via Las Vegas
> Palos Verdes Estates, CA 90274-1126

Honorable Council Members,

As a 40 year Southbay resident and therefore a witness to the creation of the Madrona Marsh, I like to urge you to support and fund this jewel in the urban jungle which surrounds it!

Surely many of you have experienced the relative silence and bird filled ambiance surrounding the visitor there!

I also like you to know, that as the coordinator of the Palos Verdes Land Conservancy Nature walks, I make a point of including the marsh into our walk calendar and happily advertise at every opportunity!

Sincerely,

Anke Raue, PVPLC walk coordinator

28813 Rothrock Dr.

RPV

California Native Plant Society

South Coast Chapter

July 9, 2012

The Honorable Frank Scotto
Mayor, City of Torrance
3031 Torrance Boulevard
Torrance, California 90503

Re: Madrona Marsh Preserve and Nature Center

Dear Mayor Scotto:

The South Coast Chapter of the California Native Plant Society (CNPS) commends the City for its stewardship of the Madrona Marsh Preserve and Nature Center, and urges you and your City Council colleagues to continue funding this community treasure.

This oasis of natural beauty in the heart of Torrance is highly valued by those living in Torrance, many other South Bay residents, and even out-of-town visitors. The Preserve attracts a wide variety of native wildlife, including amphibians, birds, insects and small mammals. Because the Preserve is readily accessible, it is heavily used by the public who find refuge in the marsh itself and attend classes offered by faculty from CSU Dominguez Hills. The marsh has become part of the formative education of many elementary and intermediate school children by offering supplemental education about biology, botany and conservation. City of Torrance funding for the Marsh is greatly leveraged by the work of many dedicated volunteers. Additionally, the Friends of Madrona Marsh non-profit organization raises funds to maintain and program this fabulous natural resource.

We commend Tracy Drake for her outstanding leadership, extensive knowledge, and enthusiasm as Manager of the Preserve and Nature Center. She plays a vital role in developing the many activities which occur at the marsh throughout the year, recruiting the volunteers, working with the Friends, and providing the vision for future marsh restoration projects.

This year, CNPS plans to collaborate with Madrona Marsh on several activities. The first of these occurred just a week ago when nearly 50 people came out for an evening program and walk through the Preserve. On September 29, we will hold our annual Native Plant Sale there in collaboration with the Friends of Madrona Marsh and the Palos Verdes Peninsula Land Conservancy. We expect more than 200 people to attend.

Please continue to fund this vital resource.

Sincerely,
David Sundstrom
Vice President, South Coast Chapter
California Native Plant Society
www.sccnps.org

From: SBWildlifeRehab@aol.com [SBWildlifeRehab@aol.com]

Sent: Sunday, August 05, 2012 10:34 PM

To: Barnett, Gene; Rhilinger, Susan; Scotto, Frank; Numark, Cliff; Brewer, Tom; Furey, Pat; Sutherland, Bill

Cc: WildBirdBob@gmail.com; Drake, Tracy

Subject: Madrona Marsh

I understand that the city of Torrance is considering reducing funding or even closing the Madrona Marsh Nature Center and Preserve. This would be a disaster!

Our organization, South Bay Wildlife Rehab, has participated in many educational events at the Marsh and have often worked closely with them with our wildlife rehabilitation efforts as well. The Center has provided very valuable education to a vast span of children and adults from all walks of life. The Marsh has also provided a crucial element in the preservation of a large assortment of wildlife species, especially birds.

Madrona Marsh is a very valuable part of the city of Torrance and the environment at large. Please do not let it go away!

Ann

Ann C. Lynch, Director
South Bay Wildlife Rehab
26363 Silver Spur Road
Rancho Palos Verdes, CA 90275
310-378-9921
SBWildlifeRehab@aol.com
www.SBWR.org

Professional/Contract Services:	\$ 24,804
▪ Facility Janitorial Services	
▪ Utilities**	
▪ Contract Services	
TOTAL	\$ 125,884

*This budget represents a cut of \$3,000, or one fewer exhibition, as a cost saving measure implemented in the 2012-13 year.

Indirect Costs

The Indirect Cost (\$56,334) was developed from a formula that was spread throughout each of the programs in the Cultural Services Division based on their budget size. This formula is made up of the entire divisions overhead costs, including management and clerical staff, employee training, professional memberships, and City Interdepartmental Charges including phone, internet and data service, computer replacement, and liability/insurance funds. Staff took the Total Divisional Overhead costs, which are \$596,931 and divided them between each of the different program areas based on their respective share of total Direct Costs. TAM's allocation of \$56,334 represents 20% of the Division's total indirect overhead costs.

ANALYSIS

The Torrance Art Museum (TAM) at the Joslyn Center opened in October, 2005 after an extensive renovation funded by Proposition 12, the Safe Parks and Clean Water Act, which provided money to restore museums and cultural facilities. Additionally, funding was provided by the City of Torrance, the Torrance Artists Guild and the Joslyn Foundation. TAM consists of a Main Gallery; a smaller gallery identified as Gallery 2; and outside patio. In addition, the front lobby and outside patio serves as a location for temporary art sculptures and outside Gallery 2 serves as an area where artist made videos are exhibited.

TAM is the premiere exhibition space for viewing contemporary art in the South Bay. Having a museum is very prestigious for the City of Torrance and a true benefit for the cultural enrichment of our community. There are very few cities which manage museums.

The mission of TAM is: "To invigorate, delight and fascinate Torrance residents and the South Bay community by exhibiting and interpreting works of visual arts." TAM's goals are :

- To provide opportunity to bring together visual artists and the community
- To foster personal and civic well being by inspiring understanding and appreciation for visual arts
- To promote meaningful experiences in the visual arts to strengthen creative and critical thinking skills
- To build bridges between the visual arts and other disciplines in the humanities and sciences.

During the 2011–2012 fiscal year, 183 artists or groups were shown at TAM in 5 exhibition cycles. Admission to the museum is free, and is staffed with volunteer docents. TAM averages 40 volunteer docents annually who donate approximately 1,400 hours. In order to provide a value for these volunteered hours, staff used the Bureau of Labor Statistics for California rate of \$21.79 per hour, which totals \$30,506. These volunteer docents staff the front desk, answer questions, and assist at openings and other events.

For the last several years a volunteer with TAM, who is a retired Chevron employee, has applied on TAM's behalf for a Chevron Humankind Grant for Good Form, this successful grant generates \$1,000 annually. Additionally TAM receives unsolicited donations on occasion, from community members and groups in appreciation of curator-led tours. The TAM donation account has a balance of \$15,862.03 which is used for various projects and equipment purchases.

To date, TAM has shown 4 out of the internationally recognized Top 10 living artists (as published annually in art magazines such as Artnews, Art Forum and Art In America.) TAM's programming is innovative and influential enough that curatorial staff has been invited to speak on panels at the annual conferences of both the American Association of Museums and the California Association of Museums as well as lecture at Universities in CA, Utah, Arizona, the Netherlands and London. Arguably TAM has the strongest exhibition history for showing Southern California emerging artists in the region. Exhibitions at TAM are regularly featured and reviewed by many art magazines and newspapers, including the LA Times.

TAM is regularly visited by the Emeritus Group of Santa Monica College, the Palos Verdes Art Center, a community organized book group for women, vocational groups serving physically challenged adults, and grade school children. Teachers at the Cultural Arts Center often bring their students to see the exhibitions and use the works to illustrate art making principles and to develop ideas.

This is the third year that TAM has collaborated with the Torrance Artists Guild and the South Bay Watercolor Society to present South Bay Focus, a juried exhibition of artists

residing in the South Bay. Artists submit work for consideration with an entry fee of \$30; the funds are used to pay juror fees and cover other expenses. Any net profit is split

between the three groups equally. The number of submissions for this exhibition has grown from about 100 the first year to over 350 last year; we expect even more this year. Through TAM's leadership in restructuring, this exhibition now provides local artists with a professional credit for their resume, an opportunity to be professionally presented in a museum, and access to prestigious jurors; the community gets to see the best artwork being done locally, presented in a beautiful exhibition space. It has become a sought after exhibition opportunity and a great collaboration with the local community.

TAM currently provides the Stories in Art program as a way to educate community members about art utilizing several different mediums. Stories in Art is funded through Supervisor Don Knabe's Arts Education Partnership Program Grant. This free program is a collaboration between TAM, the Torrance Public Library and visual arts teachers at the Cultural Arts Center and is free to youth. The Library picks one or two stories and creates a book list relating to a predetermined theme identified in the current exhibition. Participants hear the story, then a TAM volunteer docent leads the group through the exhibition explaining key artworks and further developing the theme. Next the group goes to the Children's Art Wing in the Cultural Arts Center and works with one of our art teachers to create an artwork related to the story and exhibition. Each child takes home the reading list and the artwork. The program has been very popular and is generally offered at least once per exhibition cycle to 10 – 25 students.

Also annually staff has successfully applied for and received \$4,000 to fund one seasonal Recreation Assistant from the Getty Foundation Multicultural Undergraduate Internship Program. Having this staff member for the summer has enabled the division to pursue special projects, such as documenting all the public art in Torrance, organizing an exhibition to open in the Armstrong Theatre Lobby in concert with the summer musical, and developing a timeline of cultural milestones for the Cultural Arts Commission's Excellence in Arts program.

A goal of the staff is to generate revenue to assist in covering the costs of operating TAM, and decrease reliance on the General Fund subsidy. To that end, staff has implemented a pilot rental program for the facility. Over the past year, the Parks and Recreation Commission held their annual awards recognition event at TAM in July 2011, the Community Services Department held their annual holiday event at TAM in December 2011, and a rental wedding ceremony took place on the patio on August 4, 2012. Staff have evaluated all of these events and determined that a rental program can successfully be implemented around the exhibitions.

Staff is exploring additional programs such as film screenings, book signings, and panel discussions to enhance revenues, and is researching the feasibility of creating a virtual store. The current vacant .3FTE Intern II position will be used to coordinate these revenue enhancing opportunities.

RECOMMENDATION

Staff recommends that the Cultural Arts Commission address and report back to your Honorable Body the following:

1. Develop a revenue plan that includes potential start up costs with projected revenues;
2. Engage the community to review TAM's current mission and goals to reaffirm or suggest changes.

Respectfully submitted,



John Jones
Community Services Director

CONCUR:



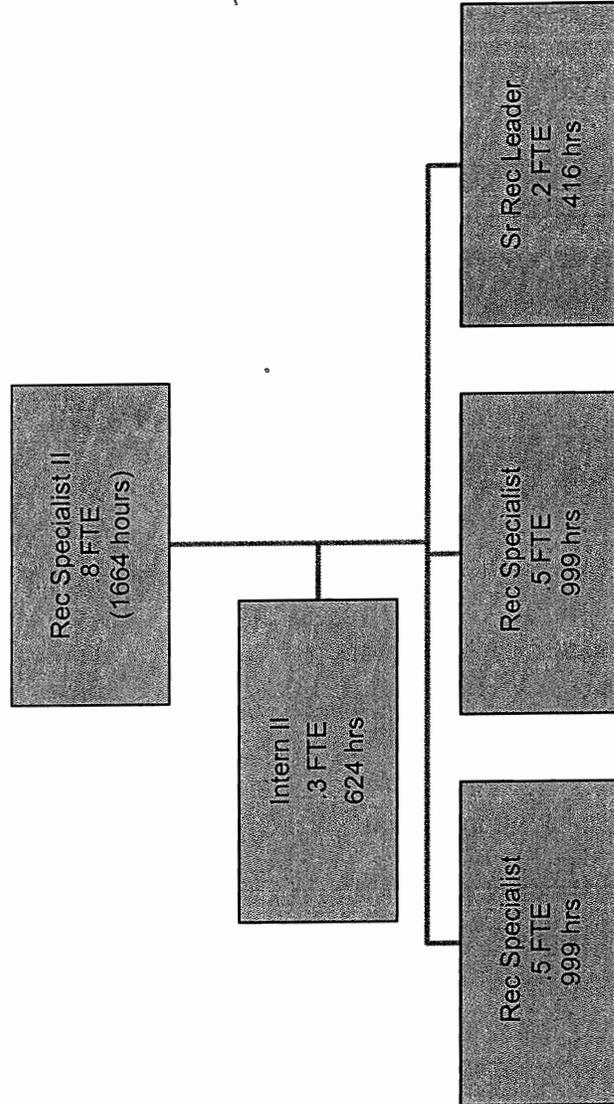
LeRoy J. Jackson
City Manager

Attachment:

- A. Torrance Art Museum Organizational Chart with Operations Chart

JJ:EVR:dc/restricted/commission/citycouncilcommittee/TAMbudget

Torrance Art Museum Organizational Chart



TORRANCE ART MUSEUM OPERATIONAL CHART

City of Torrance / Community Services Department / Cultural Services Division
Torrance Art Museum

**Max Presneill, Recreation Specialist II
(Curator)**
Responsible for conceptualizing exhibitions, coordinating logistics, and generating educational materials about the artwork and exhibitions presented. Responsible for exhibition lay out and installation. Leads tours with volunteers and community groups, as requested. Negotiates with lenders and artists.

**Jason Ramos, Rec Spec
(Asst. Curator)**
Assists curator with organizing exhibitions and installing artwork. Responsible for insuring loan forms are in order. Keeps website up to date and manages publicity.

**Walpa D'Mark, Rec Spec
(Preparator)**
Responsible for art moving and handling, and installation and deinstallation in galleries. Works directly with artists to insure works are properly installed.

**Vacant, Intern II
Events Coordinator**
Responsible for soliciting and coordinating events, programs, and rentals.

**Regina Taylor, Senior Rec Leader
(Volunteer Coordinator)**
Recruits, trains and schedules about 40 volunteers. Coordinates annual recognition luncheon.

40 Volunteers
Greet museum patrons, serve as exhibition docents, and assist at opening receptions and other special events

City Council Citizen Development
and Enrichment Committee
City Council Chambers
Torrance, California

Members of the Committee:

SUBJECT: Community Services – Review of Subsidy Levels

BACKGROUND

During the 2011-13 Budget Process, the Community Services Department was tasked with reducing the General Fund Annual Subsidy of the Parks and Recreation Enterprise Fund from \$4,000,000 to approximately \$3,200,000, a reduction of nearly \$800,000. To accomplish this reduction, Community Services proposed a mix of budget reductions, fee increases, staffing cuts, and a Cost Recovery/Subsidy Plan.

The Cost Recovery/Subsidy Plan was brought forward to City Council as part of the City Manager's Budget in May 2012. During the budget approval process, Council had questions regarding the allocation of subsidy to various programs and facilities as well as budget levels for specific programs which needed review (Madrona Marsh Preserve, Madrona Marsh Nature Center, Torrance Art Museum, and Senior Excursions). The Council decided to refer the budget and subsidy review process to the Citizen Development and Enrichment Committee for the upcoming budget cycle of 2013.

The 2012 Cost Recovery/Subsidy Plan replaces the Subsidy Plan approved by the City Council in 1993. This plan was developed by DMG--Consulting and required that all the direct costs and only appropriate indirect costs be covered by participant fees. The previous plan identified a subsidy of 60% for youth, 40% for seniors, and 20% for adults programs and classes with only a small portion of indirect costs being recovered. In comparison, though still subsidized at 60%, the new Cost Recovery/Subsidy Plan requires that all indirect costs are charged to the program, which drives up either the need for revenue through fee increases or program cuts to balance the budget.

Since 1993, programming under the Enterprise Fund has changed. Many free and fully subsidized programs have been replaced with fee based or partially subsidized programs. Despite the shift from free to fee, the variety and breadth of recreational and cultural opportunities for the community have expanded and grown with more classes, events and facilities than in the past. However, as free programs were cut and fee based programming increased, it became apparent that as fees rose more and more programs required less subsidy (Attachment A). The former subsidy plan had become less relevant and a new plan

was needed so that the Department could continue to offer quality programs and classes for the Torrance community.

ANALYSIS

The Cost Recovery/Subsidy Plan has been shared with the Cultural Arts and Parks and Recreation Commissions at their meetings in March 2012. The two Commissions felt that the subsidy plan meshed with their Philosophy of Service (Attachment B) as best as can be expected during difficult economic times.

Cost Recovery/Subsidy Plan Overview

The Cost Recovery/Subsidy Plan consists of several interconnected documents that each function to address an aspect of the whole. The Recreation and Cultural Services Division Budgets provide expenditure and revenue targets and assist with operational planning (budget documents are not attached to this item). The Cost Recovery/Subsidy Guidelines assist in assigning a subsidy percentage by categorizing the programs based on the cost vs. revenue, type of activity, and the primary user group. Profit and Loss Statements (P&L's) for each program are developed to determine expenditure needs (Part Time Staffing, materials and other costs versus expected revenue also not attached, but available upon request). The Cost Recovery and City Subsidy Plan Matrix summarizes the program expenditures and revenues from the P&L's and assigns the subsidy percentages established in the Guidelines (Attachment C).

As an overview, the Cost Recovery/Subsidy Plan takes into consideration the fully burdened costs of the direct and indirect costs for each of the programs within the Enterprise Fund (Attachment D). It is important to understand each type of cost which are explained below:

Direct Program Costs

Direct Program Costs are defined as all costs directly related to the program that would not be needed and/or spent if the program was not offered. Direct costs can be identified specifically with a final cost objective, and will be charged directly to that objective. Direct costs do not require any further allocation or breakdown by funding source or cost category. These costs may include, but are not limited to:

- Part time staff specific to the program or class
- Materials and Supplies to support the specific program or class
- Contract funding specific to the event or class

Indirect Divisional Costs

Indirect Divisional Costs are defined as costs that are incurred for a common or joint purpose benefiting more than one cost objective. Indirect costs are not readily assignable to the cost objectives specifically benefited without effort disproportionate to the results

achieved. Measuring benefit is the critical requirement and central task to be performed in allocating indirect costs. Certain indirect costs benefit several programs or cost objectives (while being for a specific service or function) are outlined below. These costs may include, but are not limited to:

- Full time staff salaries/benefits
- Utilities
- Training/Education
- Subscriptions
- Memberships
- Certain equipment
- Certain furniture
- City Interdepartmental Charges

Subsidy Levels

With the identification of the direct and indirect divisional costs, staff then addressed the appropriate subsidy levels to be recommended for each of the programs. Staff reviewed each of the columns and subsidy levels to ensure that the programs were in the appropriate category. Each of these six categories are defined by criteria that justify the need for subsidy. For example Category I includes *“Programs, Activities, Events and Facilities that promote a safe, healthy, and secure community with an emphasis on Environmental Education, youth, fixed income seniors and community cultural awareness.”*

The six categories are as follows:

1. 100% Subsidized--Programs are not required to cover their respective Direct Costs or Indirect Divisional Costs.
 - *Examples: city facilities and community events and programs.*
2. 60% Subsidized--Programs recover a portion of their Direct Costs and Indirect Divisional Costs.
 - *Examples: Youth, Senior Citizens and Special Needs Classes and Programs.*
3. 40% Subsidized--Programs recover a portion of their Direct Costs and Indirect Divisional Costs.
 - *Examples: Youth and Senior Citizen Classes and Programs that can recover a greater amount of revenue)*
4. 20% Subsidized--Programs recover a portion of their Direct Costs and Indirect Divisional Costs.
 - *Examples: Youth, Senior Citizen, and Adult Programs that promote Personal Enrichment and Quality of Life in the Community.*

5. 10% Subsidized--Programs recover a portion of their Direct Costs and Indirect Divisional Costs.
 - *Example: Adult Classes.*
6. 0% Subsidy/No Subsidy--Programs are expected to recover their Direct Costs and Indirect Divisional Costs.
 - *Example: Special Interest Adult Programs and Community Facilities that promote Personal Development.*

Included in the Subsidy Plan above is a category for Adult Classes in both the Cultural and Recreation Divisions. This category was added at the 10% level to emphasize the importance of covering the costs of classes for non-residents, as there has been much concern over the City's subsidy of non-residents. With a non-resident fee of approximately 10% of the value of each class, the City's subsidy of 10% for all adult classes would be covered by the additional fee paid by the participant. Therefore, for Adult classes, there would in effect be no subsidy for any non-resident enrolled in an Adult class.

This formula does not hold true for youth classes, as they have a recommended subsidy of 40%. In these cases, the non-resident fee of approximately 10% would not cover the full subsidy of non-resident enrollments. However, staff continues to estimate the significance of non-resident enrollments in classes and programs, and have found that there are economic benefits, as well as quality of life benefits, to having non-resident youth enrolled in our Classes and Programs. For instance, many parents drive their kids to classes, drop them off, and head off to do errands. This is especially true for participants at the Cultural Arts Center, with its proximity to the Del Amo Fashion Center. But the same can be said for restaurants, gas stations, and other shopping centers, some of which are within walking distance for the parents that do not sit and wait during their kids classes.

Fees and Impact

With the implementation of the new Cost Recovery/Subsidy Plan that includes all direct costs as well as all indirect costs, fees for classes and programs were raised to the average market rate as identified by the Market Rate Analysis. In doing so, there has been a noticeable reduction in participation within these programs and classes. Staff reviewed the past 3 – 5 year timeframe to identify how fees for individual Community Services classes have changed.

Over the course of the last three years, fees for classes and programs in the Parks and Recreation Enterprise Fund have risen by 20%. In 2008, the average class fee was \$66.35, and in 2009, the average class fee was \$67.52. While in 2010 the average class fee was up \$5.39 to \$72.91, in 2011 the average class fee was up another \$8.48 to \$81.39. These fee increases across the board have had a significant impact on enrollments. If we look back to 2008, comparing total enrollments across the board, there is a decrease in total annual enrollments every year. To summarize, here is a look at the net revenue, total enrollments, resident enrollments, and non-resident enrollments for each calendar year:

		Total	Total	Total Non-	Average
	Net Revenue	Enrollments	Residents	residents	Class Fee
2008	\$3,239,383	41,674	32,838	8,836	\$66.35
2009	\$3,109,825	39,646	31,457	8,189	\$67.52
2010	\$3,188,118	37,672	29,739	7,933	\$72.91
2011	\$3,238,401	33,324	27,340	5,984	\$81.39

Staff have evaluated the impact of the fee increases on a random sample of classes and found that while in some cases fee increases have had little effect on enrollments, such as adult golf and youth creative ballet, some classes have dramatically decreased including Yoga, Aerobics, and Drawing, Painting and Watercolor. In some cases, the result has been a decrease of more than 50% of the class attendance. In addition to fee increases, there are multiple factors that must be considered when reviewing the enrollment numbers. These include a tough economy, increased unemployment, and a reduction of discretionary income.

Given all of the aforementioned information staff believe that the new Cost Recovery/Subsidy Plan will work, but continue to be cautious in the area of raising fees until there is a strong recovery of participation numbers in all programs and classes.

It is important to note that all future Cost of Living increases provided to the direct program costs (part-time labor) of providing these services can be included. Staff believes these increases can be recovered by fee increases to these classes and programs. Although, if future Cost of Living increases are provided to the indirect divisional costs (full time labor), staff recommend that this same amount of funding be added to the city subsidy level of approximately \$3,200,000. Additional fee increases for the programs and classes will not be able to support or keep pace with these Cost of Living increases.

RECOMMENDATION

Programming for the Parks and Recreation Enterprise Fund is primarily provided oversight by both the Cultural Arts and Parks and Recreation Commissions. Additionally, the Youth Council and Commission on Aging assist in providing programming guidance and oversight for youth and seniors within the Recreation Services Division.

Staff recommends that each of the four Commissions review their programs for public participation/attendance, value to the Community, and fees in comparison to Market Rate. The review will allow for full participation from all commissions who provide oversight within the Department.

It is anticipated that the information would be presented to each of the commissions in the following order:

1. Staff will share this plan with the Youth Council and Commission on Aging at their upcoming monthly meeting.
2. Once this information has been gathered, staff would then present these findings to both the Cultural Arts and Parks and Recreation Commissions at their monthly meetings. The Commissions will review the plan and findings, and provide a recommendation back to the Citizen Development and Enrichment Committee.
3. The Citizen Development and Enrichment Committee would then review the program findings, evaluate the Cost Recovery/Subsidy Plan and make a recommendation of budget and subsidy levels back to the City Council.

Respectfully submitted,



John Jones
Community Services Director

CONCUR:



LeRoy C. Jackson
City Manager

Attachment:

- A. History of Subsidy
- B. Parks and Recreation and Cultural Arts Commission Philosophy Statement
- C. Cost Recovery/Subsidy Plan
- D. Supplementary Material to Item 13A

JJ:AO:evp/restricted/commission/CityCouncilCommittee/reviewofsubsidyitem8.13.12

History of Cultural Arts Center Fund and Recreation Fund Subsidies

	Total Revenues	Total Expend. Budget	Revenues Less Expenditures	Transfers In (Subsidy)	Transfers Out	Subsidy as % of Total Budgeted Revenues	Subsidy as % of Total Budgeted Expenditures
Cultural Arts Center							
2001-02 Adopted	1,526,475	1,472,495	53,980	770,075	770,075	50%	52%
2002-03 Adopted	1,553,995	1,596,892	(42,897)	780,075	780,075	50%	49%
2003-04 Adopted	1,553,995	1,606,110	(52,115)	780,075	780,075	50%	49%
2004-05 Adopted	1,553,995	1,701,562	(147,567)	780,075	780,075	50%	46%
2005-06 Adopted	1,581,275	1,827,051	(245,776)	780,075	780,075	49%	43%
2006-07 Adopted	1,619,275	1,894,698	(275,423)	780,075	780,075	48%	41%
2007-08 Adopted	1,919,275	1,964,554	(45,279)	1,065,075	1,065,075	55%	54%
2008-09 Adopted	2,061,315	2,098,229	(36,914)	1,149,875	1,149,875	56%	55%
2009-10 Adopted	2,524,785	2,198,265	326,520	1,156,255	1,156,255	46%	53%
2010-11 Adopted	2,009,005	2,177,687	(168,682)	780,075	780,075	39%	36%
2011-12 Adopted	1,984,117	2,161,885	(177,768)	713,187	713,187	36%	33%
2012-13 Original Adopted	2,088,627	2,167,985	(79,358)	713,187	713,187	34%	33%
2012-13 Revised	1,984,117	2,169,223	(185,106)	713,187	713,187	36%	33%
Recreation Fund							
2001-02 Adopted	5,896,083	6,273,336	(377,253)	2,703,830	2,703,830	46%	43%
2002-03 Adopted	6,251,472	6,415,869	(164,397)	3,073,830	3,073,830	49%	48%
2003-04 Adopted	6,502,121	6,567,509	(65,388)	2,919,830	2,919,830	45%	44%
2004-05 Adopted	7,027,693	7,374,123	(346,430)	2,919,830	2,919,830	42%	40%
2005-06 Adopted	6,925,412	7,251,857	(326,445)	2,893,847	2,893,847	42%	40%
2006-07 Adopted	7,254,427	7,476,952	(222,525)	3,043,847	3,043,847	42%	41%
2007-08 Adopted	7,620,787	7,691,373	(70,586)	3,410,597	3,410,597	45%	44%
2008-09 Adopted	8,147,790	8,270,863	(123,073)	3,745,750	3,745,750	46%	45%
2009-10 Adopted	8,211,790	8,177,922	33,868	3,745,750	3,745,750	46%	46%
2010-11 Adopted	7,939,890	8,154,592	(214,702)	3,283,695	3,283,695	41%	40%
2011-12 Adopted	8,099,304	8,502,368	(403,064)	3,283,695	3,283,695	41%	39%
2012-13 Original Adopted	8,099,304	8,514,968	(415,664)	3,283,695	3,283,695	41%	39%
2012-13 Revised	8,099,304	8,501,678	(402,374)	3,283,695	3,283,695	41%	39%

Parks and Recreation and Cultural Arts Commission Philosophy Statement

Our philosophy for the services provided by the Community Services Department is to:

- **Deliver services with integrity and honesty respecting all users**
- **Foster lifelong learning and personal development**
- **Cultivate joy, delight, and wonder**
- **Embrace diversity and offer equal access to services and programs to all our citizens**
- **Incorporate innovation and adopt new technologies to extend, expand, and enhance services**
- **Be responsible stewards of City resources**
- **Provide opportunities for civic participation and contribution**
- **Recognize and celebrate accomplishments and successes**

It is understood and well documented that Recreation and Cultural programs and classes augment and enhance "quality of life" for all our citizens. These programs and classes are not optional; they are *essential* parts of our community making it better now and in the future.

All who live, learn, work, and play in Torrance including youth, juveniles, adults and senior citizens, should have access to individual and group recreational and cultural activities, programs, instructional classes and facilities for free or, at least, at an affordable amount; and it should be available regardless of status or the ability to pay.

COST RECOVERY & CITY SUBSIDY GUIDELINES FOR CULTURAL AND RECREATIONAL CLASSES, PROGRAMS & ACTIVITIES

The following guidelines will be used in developing Cultural and Recreation Division program fees and to determine the appropriate cost recovery and/or the amount of City subsidy necessary for the program to operate.

Category 1	Category 2	Category 3	Category 4	Category 5	Category 6
<p>Programs are not required to cover their respective Direct Costs or Indirect Divisional Costs. (100% subsidized)</p> <p>Cultural Services Cultural Events Torrance Art Museum</p>	<p>Programs recover a portion of their Direct Costs and Indirect Divisional Costs. (60% subsidized)</p> <p>Cultural Services Cultural Services</p>	<p>Programs recover a portion of their Direct Costs and Indirect Divisional Costs. (40% subsidized)</p> <p>Cultural Services Civic Chorale Contract Youth Classes Staff Youth Classes</p>	<p>Programs recover a portion of their Direct Costs and Indirect Divisional Costs. (20% subsidized)</p> <p>Cultural Services Early Childhood Development Theater Company</p>	<p>Programs recover the majority of their Direct Costs and Indirect Divisional Costs. (10% subsidized)</p> <p>Cultural Services Contract Adult Classes Staff Adult Classes</p>	<p>Programs are expected to recover their Direct Costs and Indirect Divisional Costs. (No subsidy)</p> <p>Cultural Services Cultural Excursions</p>
<p>Programs, activities, and facilities that promote a balanced community with an emphasis on environmental education, youth, seniors citizens, and cultural awareness</p> <p>Recreation Services Madrona Marsh Nature Center Madrona Marsh Preserve Senior Facilities Summer Parks</p>	<p>Recreation Services ATTIC Teen Center DH Sports Center Senior Programs Senior Lunch Program Special Needs Youth Sports</p>	<p>Recreation Services Aquatics Contract Youth Classes Co-Rec Teen Activities Special Events</p>	<p>Recreation Services Adult Sports Afterschool Clubs Day Camps Roller Hockey Senior Excursions</p>	<p>Recreation Services Contract Adult Classes</p>	<p>Recreation Services Batting Cages Community Gardens Farmers Market Las Canchas Tennis Center Sea Aire Golf Course Turkey Trot</p>
<p>Programs, activities, and facilities that promote a balanced community with an emphasis on environmental education, youth, seniors citizens, and cultural awareness</p>	<p>Programs, activities, and facilities that promote a balanced community with an emphasis on high school teens, special needs individuals, fixed income seniors, and youth</p>	<p>Programs, activities, and facilities that increase the quality of life in the community and provide a wide range of healthy, affordable activities to youth, teens, adults, and families.</p>	<p>Programs, activities, and facilities that increase the quality of life in the community and enhance healthy physical and cultural opportunities to participants of all ages</p>	<p>Classes targeted specifically for adults that are for personal development.</p>	<p>Programs, activities and facilities that revenue producing special interest areas offered primarily for adults for personal development.</p>

Direct Costs include all costs directly related to the program that would not be needed &/or spent if the program was not offered. This includes part-time staff, materials/supplies, contract services, etc.

Indirect Divisional Costs are set at a percentage based on Divisional budget relative to the program and recover Indirect costs including full-time/support staff, administrative materials/supplies, & contract services covered by the respective Division.

Attachment D

Council Meeting of
May 15, 2012**SUPPLEMENTARY MATERIAL**

Honorable Mayor and Members
of the City Council
City Hall
Torrance, California

Members of the City Council:

SUBJECT: Supplementary Material to Item 13A

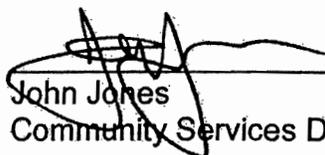
Staff have provided clarification on the Community Services Department Enterprise Fund Cost Recovery/Subsidy Plan as well as answers to specific questions regarding this plan (Attachment A).

The attached spreadsheet Net Cost Review is a slightly different version of the copies in the packet on pages 53 and 54 of Council Item 13A (Attachment B).

Explanation of the difference between Direct and Indirect Costs has been added to both the Recreation Services Division and Cultural Services Division sheets in boxes at the bottom. In addition, there have been some format changes that make the sheet easier to read.

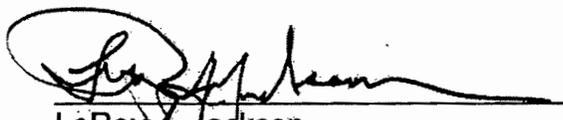
The Total Subsidy listed in Column h is the subsidy values that have been implemented over the past year while the Subsidy Target in Column i is a future target.

Respectfully submitted,



John Jones
Community Services Director

CONCUR:



LeRoy Jackson
City Manager

Attachments:

- A. Memo on Clarification on the Community Services Department Enterprise Fund Cost Recovery/Subsidy Plan
- B. Net Cost Review, Pages 53 and 54 of Item 13A

CITY OF TORRANCE

INTEROFFICE COMMUNICATION

DATE: May 15, 2012

TO: Eric Tsao, Finance Director

FROM: John Jones, Community Services Director

**SUBJECT: CLARIFICATION ON THE COMMUNITY SERVICES DEPARTMENT
ENTERPRISE FUND COST RECOVERY/SUBSIDY PLAN**

At the May 8, 2012 Budget Hearing, the City Council asked staff for additional program information in order to clarify questions on the Cost Recovery/Subsidy Plan for the Enterprise Fund.

As a recap, the purpose of this plan was to review the Enterprise Fund reduction goal of \$400,000, provide an overview of recommended deletions, reductions and fee increases, and demonstrate how these changes fit within the Departments vision and connect to the new philosophy provided by the Parks and Recreation and Cultural Arts Commissions. This Cost Recovery/Subsidy Plan takes into consideration the fully burdened costs of the direct and indirect costs for each of the programs within the Enterprise Fund. This plan has also been vetted with the Parks and Recreation and Cultural Arts Commissions earlier this year.

- Q.** Why was the amount of \$447,889 provided in deletions, reductions, and fee increases, instead of the targeted amount of \$400,000?
- A.** In the analysis of all the programs and classes for deletion, reduction and fee increases, staff deleted many of the free community events to reach the targeted amount of \$400,000 to maintain the current subsidy level and to balance the budget. To be consistent with the deletions in the plan, staff provided additional deletions in the amount of \$47,889. These deletions have all been included in this plan and are only being provided to the City Council if they wanted to re-fund these deletions. The list of programs that are deleted and would be considered for re-funding are listed in Attachment D-5 page 56.
- Q.** Please provide an explanation of the Recreation Division Indirect Costs of \$2,328,126; and the Cultural Division Indirect Costs of \$596,931.
- A.** The Recreation and Cultural Divisions Indirect Costs are made up of all full time staff salaries/benefits; city interdepartmental charges (phone, central services, cable, custodial, communications, electrical maintenance, building maintenance, air conditioning, data and internet); Utilities as appropriate,

Training and Education; Memberships; Certain Equipment and Furniture; and replacement fund for computers and phones. The breakout is as follows:

Recreation Division

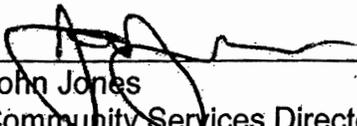
Salaries and Benefits	\$1,484,797
Materials and Supplies	15,404
Professional/Contract Services	8,600
Training, Travel, and Membership	5,900
Liabilities	18,421
Inter-Departmental Charges	754,409
Operating Transfers Out	40,595
Recreation Indirect Overhead	\$2,328,126

Cultural Services

Salaries and Benefits	\$578,100
Material and Supplies	9,431
Professional/Contract Services	3,600
Training, Travel, and Membership	5,800
Cultural Indirect Overhead	\$596,931

- Q.** In referring to Attachment D-5 on page 55, where can the \$447,889 of deletions, reductions, and fee increases be found in the Cost Recovery/Subsidy Plan? Is the prioritized listing of programs to save included in the total reduction value of \$447,889?
- A.** A complete listing of the proposed deletions, reductions, and fee increases can be found in the budget item in Attachment A from pages 69 - 72. Yes, all of the listed programs have been included in the total reduction value of \$447,889.
- Q.** Is there a chart that shows the proposed subsidy percentages for each of the programs within the Enterprise Fund?
- A.** Yes, the Cost Recovery & Subsidy Guidelines can be found in the budget item in Attachment C page 75. This is the revised subsidy policy moving away from the 60% Youth and 40% Seniors that was approved in the early 1990's. These categories better reflect needs of the community as well as the overall philosophy of the Parks and Recreation and Cultural Arts Commissions and vision of the Community Services Department.

The large spreadsheet provided basically reflects the future goal or targets for each of the programs based on this Cost Recovery/Subsidy Plan. The chart illustrates the differences between the "current" level of subsidy and the "subsidy" goal based on the revised subsidy policy. How the enterprise fund achieves the "subsidy" goal is in the planning process and will be brought forward at a later date.



 John Jones
 Community Services Director

FY 2012-2013
Cultural Services Divison
Cost Recovery and City Subsidy Plan

	All Cult Div Programs, Classes, and Activities	P & L's	% of CULT Div	Cult Div	Direct Costs	Cost Recovery	% Recovery	% Subsidy	Subsidy Value	PROPOSED REVENUES	Balance		
		Direct Costs	Total	Indirect Costs	Div Indirect Costs					P & L's			
		a		b		c	d	e	f	g	h		i
						a + b				c x f			c-(g+h)
930702	Torrance Art Museum	\$ 128,884	9%	\$ 56,334	\$ 185,218	1	0%	100%	\$185,218	\$ -	\$ -	Torrance Art Museum	
930703	Cultural Events	\$ -	0%	\$ -	\$ -	1	0%	100%	\$0	\$ -	\$ -	Cultural Events	
930705	Civic Chorale	\$ 40,800	3%	\$ 17,833	\$ 58,633	3	60%	40%	\$23,453	\$ 30,000	\$ 5,180	Civic Chorale	
930706	Staff Taught Classes-Youth (60% of total)	\$ 260,049	19%	\$ 113,666	\$ 373,715	3	60%	40%	\$149,486	\$ 312,442	\$ (88,213)	Staff Taught Classes-Youth (60% of total)	
930708	Contract Classes-Youth (60% of total)	\$ 312,942	23%	\$ 136,785	\$ 449,727	3	60%	40%	\$179,891	\$ 336,995	\$ (67,159)	Contract Classes-Youth (60% of total)	
930711	Early Childhood Dev	\$ 127,335	9%	\$ 55,657	\$ 182,992	4	80%	20%	\$36,598	\$ 139,000	\$ 7,394	Early Childhood Dev	
930710	Theater Company	\$ 108,680	8%	\$ 47,503	\$ 156,183	4	80%	20%	\$31,237	\$ 50,000	\$ 74,947	Theater Company	
930708	Contract Classes-Adult (40% of total)	\$ 208,628	15%	\$ 91,190	\$ 299,818	5	90%	10%	\$29,982	\$ 221,636	\$ 48,200	Contract Classes-Adult (40% of total)	
930706	Staff Taught Classes-Adult (40% of total)	\$ 173,366	13%	\$ 75,777	\$ 249,143	5	90%	10%	\$24,914	\$ 204,578	\$ 19,651	Staff Taught Classes-Adult (40% of total)	
930707	Excursions	\$ 5,000	0%	\$ 2,185	\$ 7,185	6	100%	0%	\$0	\$ 7,185	\$ 0	Excursions	
		\$ 1,365,684	100%	\$ 596,931	\$ 1,962,615				\$ 660,779	\$ 1,301,836	\$ 0		

Recreation Division Operations Cost			\$ 1,365,684
Recreation Division Admin Cost			\$ 596,931
Division Total			\$ 1,962,615

2011-2012 Subsidy	\$ 703,879
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Cultural Budget	\$ 1,962,615
less Revenue	\$ 1,301,836
Difference	\$ (660,779)
Difference	\$ (660,779)
less Subsidy	\$ 660,779
Balance	\$ 0

FY 2012-2013
Recreation Services Division
Cost Recovery and City Subsidy Plan

All Rec Div Programs, Classes, and Activities	P & L's Direct Costs	% of Rec Div Total	Rec Div Indirect Costs	Direct Costs + Div Indirect Costs	Cost Recovery Category	% Recovery	% Subsidy	Subsidy Value	Revenue	Balance		
												a
				a + b			c x f			c-(g+h)		
930508	Seniors - Facilities	\$ 92,587	2.54%	\$ 59,066	\$ 151,653	1	0%	100%	\$ 151,653	\$ -	\$ 0	Seniors - Facilities
930527	Madrona Marsh Nature Center	\$ 280,304	7.68%	\$ 178,822	\$ 459,126	1	0%	100%	\$ 459,126	\$ -	\$ 0	Madrona Marsh Nature Center
930528	Summer Drop-In Park Programs	\$ 88,770	2.43%	\$ 56,631	\$ 145,401	1	0%	100%	\$ 145,401	\$ -	\$ 0	Summer Drop-In Park Programs
930526	Madrona Marsh Preserve	\$ 142,233	3.90%	\$ 90,738	\$ 232,971	1	0%	100%	\$ 232,971	\$ -	\$ 0	Madrona Marsh Preserve
930505	Teen Activities--The ATTIC	\$ 149,312	4.09%	\$ 95,255	\$ 244,567	2	40%	60%	\$ 146,740	\$ 16,545	\$ 81,282	Teen Activities--The ATTIC
930507	Special Needs	\$ 50,911	1.40%	\$ 32,479	\$ 83,390	2	40%	60%	\$ 50,034	\$ 24,694	\$ 8,662	Special Needs
930508	Seniors - Program	\$ 86,347	2.37%	\$ 55,086	\$ 141,433	2	40%	60%	\$ 84,860	\$ 30,213	\$ 26,360	Seniors - Program
930532	Youth Sports	\$ 237,981	6.52%	\$ 151,822	\$ 389,803	2	40%	60%	\$ 233,882	\$ 197,092	(\$41,171)	Youth Sports
930537	D.H Sports Center	\$ 162,222	4.45%	\$ 103,491	\$ 265,713	2	40%	60%	\$ 159,428	\$ 49,348	\$ 56,937	D.H Sports Center
930505	Teen Activities--Co Rec	\$ 50,901	1.39%	\$ 32,473	\$ 83,374	3	60%	40%	\$ 33,349	\$ 60,000	(\$9,976)	Teen Activities--Co Rec
930509	Special Events (Multiple)	\$ 90,080	2.47%	\$ 57,467	\$ 147,547	3	60%	40%	\$ 59,019	\$ 34,809	\$ 53,719	Special Events (Multiple)
930536	Aquatics	\$ 592,955	16.25%	\$ 378,280	\$ 971,235	3	60%	40%	\$ 388,494	\$ 443,472	\$ 139,269	Aquatics
930511	Contract Classes--Youth	\$ 102,708	2.81%	\$ 65,523	\$ 168,231	3	60%	40%	\$ 67,293	\$ 200,847	(\$99,908)	Contract Classes--Youth
930528	After School Club	\$ 385,919	10.58%	\$ 246,200	\$ 632,119	4	80%	20%	\$ 126,424	\$ 528,960	(\$23,265)	After School Club
930531	Adult Sports	\$ 306,055	8.39%	\$ 195,250	\$ 501,305	4	80%	20%	\$ 100,261	\$ 328,472	\$ 72,572	Adult Sports
930545	Roller Hockey-Youth, Adult, & Rink	\$ 152,192	4.17%	\$ 97,092	\$ 249,284	4	80%	20%	\$ 49,857	\$ 120,000	\$ 79,427	Roller Hockey-Youth, Adult, & Rink
930508	Seniors - Excursions	\$ 86,367	2.37%	\$ 55,098	\$ 141,465	4	80%	20%	\$ 28,293	\$ 100,000	\$ 13,172	Seniors - Excursions
930510	Day Camps	\$ 253,807	6.95%	\$ 161,918	\$ 415,725	4	80%	20%	\$ 83,145	\$ 315,000	\$ 17,580	Day Camps
930511	Contract Classes--Adult	\$ 43,796	1.20%	\$ 27,940	\$ 71,736	5	90%	10%	\$ 7,174	\$ 105,241	(\$40,679)	Contract Classes--Adult
930502	Farmers Market	\$ 205,392	5.63%	\$ 131,031	\$ 336,423	6	100%	0%	\$ -	\$ 483,774	(\$147,351)	Farmers Market
930509	Special Events--Turkey Trot addtl rev	\$ -	0.00%	\$ -	\$ -	6	100%	0%	\$ -	\$ 99,604	(\$99,604)	Special Events--Turkey Trot addtl rev
930513	Community Gardens	\$ 6,488	0.18%	\$ 4,139	\$ 10,627	6	100%	0%	\$ -	\$ 12,000	(\$1,373)	Community Gardens
930534	Las Canchas Tennis Center	\$ 10,289	0.28%	\$ 6,564	\$ 16,853	6	100%	0%	\$ -	\$ 25,000	(\$8,147)	Las Canchas
930535	Sea Aire Golf Course	\$ 68,732	1.88%	\$ 43,848	\$ 112,580	6	100%	0%	\$ -	\$ 140,000	(\$27,420)	Sea Aire Golf Course
930547	Batting Cages	\$ 3,000	0.08%	\$ 1,914	\$ 4,914	6	100%	0%	\$ -	\$ 25,000	(\$20,086)	Batting Cages
930548	Skate Park	\$ -	0.00%	\$ -	\$ -	6	100%	0%	\$ -	\$ -	\$ 0	Skate Park
1509	Beverage Agreement	\$ -	0.00%	\$ -	\$ -	6	100%	0%	\$ -	\$ 30,000	(\$30,000)	Beverage Agreement
TOTAL		\$ 3,649,348	100%	\$ 2,328,126	\$ 5,977,474				\$ 2,607,403	\$ 3,370,071	\$ 0	

Recreation Division Operations Cost		\$ 3,649,348
Recreation Division Admin Cost		\$ 2,328,126
Division Total		\$ 5,977,474

2011-2012	Subsidy	\$ 2,579,816
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Recreation Budget	\$ 5,977,474
less Revenue	\$ 3,370,071
Difference	\$ (2,607,403)
Difference	\$ (2,607,403)
less Subsidy	\$ 2,607,403
Balance	\$ (0)

FY 2012-2013
Recreation Services Division
Net Cost Review

All Rec Div Programs, Classes, and Activities	Direct Costs	Rec Div Indirect Costs	Direct Costs + Div Overhead	% Recovery	Department Admin Overhead	City Indirect	Total City Cost	Revenue	% of Revenue to Total City Cost	Total Costs minus Revenues	Total Subsidy* Current %	Total Subsidy* Current	Subsidy* Target	Proposed Subsidy* based on Subsidy Plan	Subsidy Gap Value	All Rec Div Programs, Classes, and Activities
	See Below for Explanation of Costs								(-g)/f		(-g)/c	c-g	see note below	c-x-i	h-j	
	a	b	c		d	e	f	g		-g		h	i	j	k	
Seniors - Facilities	\$ 92,587	\$ 59,066	\$ 151,653	0%	\$ 5,824	\$ 10,070	\$ 167,547	\$ -	100%	\$ 167,547	100%	\$ 151,653	100%	\$ 151,653	\$ -	Seniors - Facilities
Madrona Marsh Nature Center	\$ 280,304	\$ 178,822	\$ 459,126	0%	\$ 17,631	\$ 30,487	\$ 507,243	\$ -	100%	\$ 507,243	100%	\$ 459,126	100%	\$ 459,126	\$ -	Madrona Marsh Nature Center
Summer Drop-In Park Programs	\$ 88,770	\$ 56,631	\$ 145,401	0%	\$ 5,584	\$ 9,855	\$ 160,640	\$ -	100%	\$ 160,640	100%	\$ 145,401	100%	\$ 145,401	\$ -	Summer Drop-In Park Programs
Madrona Marsh Preserve	\$ 142,233	\$ 90,738	\$ 232,971	0%	\$ 8,946	\$ 15,470	\$ 257,387	\$ -	100%	\$ 257,387	100%	\$ 232,971	100%	\$ 232,971	\$ -	Madrona Marsh Preserve
Teen Activities--The ATTIC	\$ 149,312	\$ 95,255	\$ 244,567	40%	\$ 9,392	\$ 16,240	\$ 270,198	\$ 16,545	94%	\$ 253,653	93%	\$ 228,022	60%	\$ 146,740	\$ 81,282	Teen Activities--The ATTIC
Special Needs	\$ 50,911	\$ 32,479	\$ 83,390	40%	\$ 3,202	\$ 5,537	\$ 92,129	\$ 24,694	73%	\$ 67,435	70%	\$ 58,696	60%	\$ 50,034	\$ 8,662	Special Needs
Seniors - Program	\$ 86,347	\$ 55,086	\$ 141,433	40%	\$ 5,431	\$ 9,391	\$ 156,255	\$ 30,213	81%	\$ 126,042	79%	\$ 111,220	60%	\$ 84,860	\$ 26,360	Seniors - Program
Youth Sports	\$ 237,981	\$ 151,822	\$ 389,803	40%	\$ 14,969	\$ 25,883	\$ 430,655	\$ 197,092	54%	\$ 233,563	49%	\$ 192,711	60%	\$ 233,882	\$ (41,171)	Youth Sports
D.H Sports Center	\$ 162,222	\$ 103,491	\$ 265,713	40%	\$ 10,204	\$ 17,644	\$ 293,560	\$ 49,348	83%	\$ 244,212	81%	\$ 216,365	60%	\$ 159,428	\$ 56,937	D.H Sports Center
Teen Activities--Co Rec	\$ 50,901	\$ 32,473	\$ 83,374	60%	\$ 3,202	\$ 5,536	\$ 92,111	\$ 60,000	35%	\$ 32,111	28%	\$ 23,374	40%	\$ 33,349	\$ (9,976)	Teen Activities--Co Rec
Special Events (Multiple)	\$ 90,080	\$ 57,467	\$ 147,547	60%	\$ 5,666	\$ 9,797	\$ 163,010	\$ 34,809	79%	\$ 128,201	76%	\$ 112,738	40%	\$ 59,019	\$ 53,719	Special Events (Multiple)
Aquatics	\$ 592,956	\$ 378,280	\$ 971,236	60%	\$ 37,296	\$ 64,491	\$ 1,073,022	\$ 443,472	59%	\$ 629,550	54%	\$ 527,763	40%	\$ 388,494	\$ 139,269	Aquatics
Contract Classes--Youth	\$ 102,708	\$ 65,523	\$ 168,231	60%	\$ 6,460	\$ 11,171	\$ 185,862	\$ 200,847	-8%	\$ (14,985)	-19%	\$ (32,616)	40%	\$ 67,293	\$ (99,908)	Contract Classes--Youth
After School Club	\$ 385,919	\$ 246,200	\$ 632,119	80%	\$ 24,274	\$ 41,974	\$ 698,366	\$ 528,960	24%	\$ 169,406	16%	\$ 183,159	20%	\$ 126,424	\$ (23,265)	After School Club
Adult Sports	\$ 306,055	\$ 195,250	\$ 501,305	80%	\$ 19,250	\$ 33,287	\$ 553,843	\$ 328,472	41%	\$ 225,371	34%	\$ 172,833	20%	\$ 100,261	\$ 72,572	Adult Sports
Roller Hockey-Youth, Adult, & Rink	\$ 152,192	\$ 97,092	\$ 249,284	80%	\$ 9,573	\$ 16,553	\$ 275,409	\$ 120,000	56%	\$ 155,409	52%	\$ 129,284	20%	\$ 49,857	\$ 79,427	Roller Hockey-Youth, Adult, & Rink
Seniors - Excursions	\$ 86,367	\$ 55,098	\$ 141,465	80%	\$ 5,432	\$ 9,394	\$ 156,291	\$ 100,000	36%	\$ 56,291	29%	\$ 41,465	20%	\$ 28,293	\$ 13,172	Seniors - Excursions
Day Camps	\$ 253,807	\$ 161,918	\$ 415,725	80%	\$ 15,964	\$ 27,605	\$ 458,294	\$ 315,000	31%	\$ 144,294	24%	\$ 100,728	20%	\$ 83,145	\$ 17,580	Day Camps
Contract Classes--Adult	\$ 43,796	\$ 27,940	\$ 71,736	90%	\$ 2,755	\$ 4,763	\$ 79,254	\$ 105,241	-33%	\$ (25,987)	-47%	\$ (33,505)	10%	\$ 7,174	\$ (40,579)	Contract Classes--Adult
Farmers Market	\$ 205,392	\$ 131,031	\$ 336,423	100%	\$ 12,919	\$ 22,339	\$ 371,681	\$ 483,774	-30%	\$ (112,093)	-44%	\$ (147,351)	0%	\$ (147,351)	\$ -	Farmers Market
Special Events--Turkey Trot addtl rev	\$ -	\$ -	\$ -	100%	\$ -	\$ -	\$ -	\$ 99,604	0%	\$ (99,604)	0%	\$ (99,604)	0%	\$ (99,604)	\$ -	Special Events--Turkey Trot addtl rev
Community Gardens	\$ 6,488	\$ 4,139	\$ 10,627	100%	\$ 408	\$ 706	\$ 11,741	\$ 12,000	-2%	\$ (259)	-13%	\$ (1,373)	0%	\$ (1,373)	\$ -	Community Gardens
Las Canchas Tennis Center	\$ 10,289	\$ 6,564	\$ 16,853	100%	\$ 647	\$ 1,119	\$ 18,619	\$ 25,000	-34%	\$ (6,381)	-48%	\$ (8,147)	0%	\$ (8,147)	\$ -	Las Canchas Tennis Center
Sea Aire Golf Course	\$ 68,732	\$ 43,848	\$ 112,580	100%	\$ 4,323	\$ 7,475	\$ 124,379	\$ 140,000	-13%	\$ (15,621)	-24%	\$ (27,420)	0%	\$ (27,420)	\$ -	Sea Aire Golf Course
Batting Cages	\$ 3,000	\$ 1,914	\$ 4,914	100%	\$ 189	\$ 326	\$ 5,429	\$ 25,000	-361%	\$ (19,571)	-409%	\$ (20,086)	0%	\$ (20,086)	\$ -	Batting Cages
Skate Park	\$ -	\$ -	\$ -	100%	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	\$ -	Skate Park
Beverage Agreement	\$ -	\$ -	\$ -	100%	\$ -	\$ -	\$ -	\$ 30,000	0%	\$ (30,000)	0%	\$ (30,000)	0%	\$ (30,000)	\$ -	Beverage Agreement
TOTAL	\$ 3,649,348	\$ 2,328,126	\$ 5,977,474		\$ 229,539	\$ 396,913	\$ 6,603,926	\$ 3,370,071				\$ 2,607,403		\$ 2,607,403	\$ 0	TOTAL

Recreation Division Operations Cost	\$ 3,649,348
Recreation Division Admin Cost	\$ 2,328,126
Division Total	\$ 5,977,474

2011-2012

The Subsidy Plan takes into consideration the fully burdened costs of the Direct and Indirect Costs for each Program within the Enterprise Program.

Department Admin in column d is 20% of Admin Div Cost	\$ 229,539
Note: City Indirect in column e is 19.39% of Division FT Salaries	\$ 396,913
	\$ 626,452

Recreation Budget less Revenue Difference

Difference less Subsidy Balance

Direct Costs are defined as all costs directly related to the program that would not be needed and/or spent if the program was not offered. Direct Costs can be identified specifically with a final cost objective, and will be charged directly to that objective. Direct costs do not require any further allocation or breakdown by funding source or cost category.

Costs may include but are not limited to:
Part Time Staff specific to the program or class
Materials and Supplies
Contract funding specific to the event or class.

*Note:
Subsidy Target in column i was developed to recover Direct Costs and Divisional Overhead only. Does not include Department Overhead or City Indirect Costs

Indirect Divisional Costs are defined as costs that are incurred for a common or joint purpose benefiting more than one cost objective. Indirect costs are not readily assignable to the cost objectives specifically benefited without effort disproportionate to the results achieved. Measuring benefit is the critical requirement and central task to be performed in allocating indirect costs. Certain indirect costs benefit several programs or cost objectives (while being for a specific service or function) are outlined below. These costs may include, but not be limited to:

- Full Time Staff salaries/benefits
- Utilities
- Training/Education
- Subscriptions/Memberships
- Certain equipment
- Certain furniture
- City Interdepartmental Charges.

FY 2012-2013
Cultural Services Division
Net Cost Review

All Cultural Div Programs, Classes, and Activities	P & L's Direct Costs	Cultural Div Indirect Costs	Direct Costs + Div Indirect Costs	% Recovery	Department Admin	City Indirect	Total City Cost	Revenue P & L's	% of Revenue to Total City Cost	Total Costs minus Revenues	Total Subsidy* Current %	Total Subsidy* Current	Subsidy* Target	Proposed Subsidy* based on Subsidy Plan	Subsidy Gap Value	All Cultural Div Programs, Classes, and Activities
	a	b	c		d	e	f	g	(f/g)f	f-g	(c-g)c	c-g	see note below	c x i	h j	
Torrance Art Museum	\$ 128,884	\$ 56,334	\$ 185,218	0%	\$ 10,831	\$ 10,851	\$ 206,901	\$ -	100%	\$ 206,901	100%	\$ 185,218	100%	\$ 185,218	\$ -	Torrance Art Museum
Civic Chorale	\$ 40,800	\$ 17,833	\$ 58,633	60%	\$ 3,429	\$ 3,435	\$ 65,497	\$ 30,000	54%	\$ 35,497	49%	\$ 28,633	40%	\$ 23,463	\$ 5,180	Civic Chorale
Staff Taught Classes-Youth	\$ 260,049	\$ 113,666	\$ 373,715	60%	\$ 21,854	\$ 21,895	\$ 417,463	\$ 312,442	25%	\$ 105,021	16%	\$ 61,273	40%	\$ 149,486	\$ (88,213)	Staff Taught Classes-Youth
Contract Classes-Youth	\$ 312,942	\$ 136,785	\$ 449,727	60%	\$ 26,299	\$ 26,348	\$ 502,374	\$ 336,995	33%	\$ 165,379	25%	\$ 112,732	40%	\$ 179,891	\$ (67,159)	Contract Classes-Youth
Early Childhood Dev	\$ 127,335	\$ 55,657	\$ 182,992	80%	\$ 10,701	\$ 10,721	\$ 204,414	\$ 139,000	32%	\$ 65,414	24%	\$ 43,992	20%	\$ 36,598	\$ 7,394	Early Childhood Dev
Theater Company	\$ 108,680	\$ 47,503	\$ 156,183	80%	\$ 9,133	\$ 9,150	\$ 174,467	\$ 50,000	71%	\$ 124,467	68%	\$ 106,183	20%	\$ 31,237	\$ 74,947	Theater Company
Contract Classes-Adult	\$ 208,628	\$ 91,190	\$ 299,818	90%	\$ 17,533	\$ 17,565	\$ 334,916	\$ 221,636	34%	\$ 113,280	26%	\$ 78,182	10%	\$ 29,982	\$ 48,200	Contract Classes-Adult
Staff Taught Classes-Adult	\$ 173,366	\$ 75,777	\$ 249,143	90%	\$ 14,569	\$ 14,596	\$ 278,309	\$ 204,578	26%	\$ 73,731	18%	\$ 44,565	10%	\$ 24,914	\$ 19,651	Staff Taught Classes-Adult
Excursions	\$ 5,000	\$ 2,185	\$ 7,185	100%	\$ 420	\$ 421	\$ 8,027	\$ 7,185	10%	\$ 842	0%	\$ 0	0%	\$ 0	\$ 0	Excursions
TOTAL	\$ 1,365,684	\$ 596,931	\$ 1,962,615		\$ 114,770	\$ 114,983	\$ 2,192,367	\$ 1,301,836		\$ 890,531		\$ 660,779		\$ 660,779	\$ (0)	TOTAL

Cultural Services Division Operations Cost	\$ 1,365,684
Cultural Services Division Admin Cost	\$ 596,931
Division Total	\$ 1,962,615

Department Admin is in column d is 10% of Admin Div Cost	\$ 114,770
Note: City Indirect in column e is 19.39% of Division FT Salaries	\$ 114,983
	\$ 229,752

2011-2012

Recreation Budget
less Revenue
Difference

Difference
less Subsidy
Balance

***Note:**
Subsidy Target in column i was developed to recover Direct Costs and Divisional Overhead only.
Does not include Department Overhead or City Indirect Costs

The Subsidy Plan takes into consideration the fully burdened costs of the Direct and Indirect Costs for each Program within the Enterprise Program.

Direct Costs are defined as all costs directly related to the program that would not be needed and/or spent if the program was not offered. Direct Costs can be identified specifically with a final cost objective, and will be charged directly to that objective. Direct costs do not require any further allocation or breakdown by funding source or cost category.

Costs may include but are not limited to:
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- Full Time Staff salaries/benefits
- Utilities
- Training/Education
- Subscriptions/Memberships
- Certain equipment
- Certain furniture
- City Interdepartmental Charges.

City Council Citizen Development
and Enrichment Committee
City Council Chambers
Torrance, California

Members of the Committee:

**SUBJECT: Community Services – Proposed Marketing Plan for Cultural
Services Classes**

BACKGROUND

At the May 15, 2012 Budget Hearing, the City Council allocated \$25,000 for increased marketing efforts for classes and facilities at the Cultural Arts Center. The Community Services Department is responsible for coordinating classes at the Cultural Arts Center, and the General Services Department is responsible for renting out facilities at the Cultural Arts Center. Staff are assuming that each department will be allocated 50% or \$12,500 of these funds to increase marketing in their specific areas. This item addresses use by the Community Services Department for their half of these funds. Development of a marketing strategy by the General Services Department is also underway and will be presented jointly to Council to address the total \$25,000 budget allocated.

The Cultural Services Division of the Community Services Department, has run a very successful program of classes in a broad range of disciplines at the Cultural Arts Center for many years, including dance, music, exercise, ceramics, and fine art, for youth and adults. Although each division within the department historically has marketed their programs individually, the department has recently implemented a formalized and unified Marketing Plan to strengthen branding identity and insure consistency with information being distributed within the department.

ANALYSIS

Currently the following approaches are utilized to market classes at the Cultural Arts Center offered through the Cultural Services Division:

- Season's Guide – 68,000 printed quarterly; mailed to 63,000 households; 5,000 distributed via libraries and public counters throughout City.
- City Website - hits to Season's Guide and Class Registration Page average 4,277 visits per month.

- Fliers –Fliers are only created under special circumstances. For example, if we start a new series of classes, such as the Noon Time Exercise Classes. We will also create fliers to promote classes which need an extra push.
- Special Workshop Fliers – these are created for special workshops, such as the annual Spring Ceramics Workshop.

Within the last six months staff has started quarterly Email Blasts directed at current students and those for whom we have email addresses to notify them of upcoming enrollment dates. To date, two blasts have been sent. The first included 1,019 email addresses and the second 1,438. Analyzing the report for these Email Blasts, staff have found that the bounce rate is very low (4%); the opened rate is high (53.3% and 55.4%); and the number of times opened rate is also high (1,327 and 1,759). As the Registration Office continues to urge patrons to provide their email addresses, our current email list has grown to 1,893 and the next email blast is scheduled to go out August 14, 2012.

In order to increase the marketing efforts for classes, staff proposes to draft a Request for Proposals (RFP) to hire a Marketing Consultant. Consultant would be requested to develop a one year plan and implement these strategies with a not to exceed budget of \$12,500. It is expected that this will build on the marketing activities detailed above and expand upon them. Eligible expenses would be for their services and creation of marketing materials (both hard copies and virtual).

Staff would expect to see strategies, such as the following, which target both students who have taken classes in the past, but are not currently doing so, and new participants by:

- Creating a presence on Social Media, including Facebook, specifically for classes.
- Insuring that the City of Torrance classes be ranked high in any related Google search.
- Creating banners to be installed prominently in the City, such as on the Madrona Bridge which sees an average of 38,000 daily traffic trips or at Wilson Park, which sees an average of 60,000 daily traffic trips.
- Emailing quarterly press releases to local newspaper calendar editors prior to registration opening which announces class registration dates.
- Cold calling previous students who have previously enrolled in classes but who are no longer enrolled. The first classes targeted will be those which could accommodate more students, and those in which enrollment has recently dropped off.

ACCOUNTABILITY

In order to track the Marketing Consultant's success, staff are recommending that the following 5 classes be used to specifically track changes in attendance attributable to the Marketing Consultant:

- Ceramics I
- Zumba Gold
- Exploring Watercolor
- Circuit Training
- Tap

These classes have been selected because of one of the following reasons:

1. There is capacity in the room to increase attendance and still provide a quality experience to the customer;
2. The program is new and could benefit from increased marketing;
3. The class historically has been robust but the numbers have been declining.

Staff have collected attendance data the past 3 years of the aforementioned classes for each quarter, and have identified the average attendance per session. At the conclusion of the contract with the Marketing Consultant, staff will compare the current attendance per session on each of the classes list above with our average numbers to see what, if any, difference, was made.

Upon review by this Committee, staff will draft a Request for Proposal, to be brought before City Council for review and approval. It is staffs intent to move this forward to that a Marketing Consultant can be brought on board as soon as possible.

Respectfully submitted,



 John Jones
 Community Services Director

CONCUR:



 LeRoy J. Jackson
 City Manager

City Council Citizen Development
and Enrichment Committee
City Council Chambers
Torrance, California

Members of the Committee:

SUBJECT: Community Services – Senior Citizen Excursion Program

BACKGROUND

At the May 8, 2012 Budget Hearing, the City Council was approached by several concerned citizens regarding the increase in the fees to the Senior Citizen Excursion Program. At this meeting, staff were requested to provide an overview of the Senior Citizen Excursion Program at the next Budget Hearing.

At the May 15, 2012 Budget Hearing, staff provided an overview of the Senior Citizen Excursion Program, which included a history of this program and how the excursion fees were set in the past. Staff also provided information on how the implementation of the new Cost Recovery/Subsidy Plan had impacted the registration levels for these senior excursions. In the item, staff provided a few options for the City Council to consider in order to make the excursions more affordable. The City Manager provided a note in the item that suggested that this issue be addressed by your Honorable Body, in an effort to explore additional options that would benefit those seniors who are most in need (Attachment A).

ANALYSIS

In reviewing this issue, staff believe that further information is required in order to accomplish the goal of the City Manager. In order to identify our seniors who are most in need, and to gain a better insight as to the validity of the excursion program, staff recommend that additional information be gathered from the Senior Excursion Program participants. As there are approximately 400 senior citizens on the *Torrance Travelers* roster, staff suggest the development of a user survey that could be sent to each participant soliciting their demographic information and household income information, identifying their frequency of use, and determining the reason(s) for their participation in our Senior Citizen Excursion Program. Staff believe that the survey should be name optional, due to the fact that senior citizens are a very proud and private population.

This survey can be developed quickly and mailed to participants by the end of August in order to expedite this fact finding process. Staff anticipate that the information gathered

from this survey can be analyzed and brought back to your Honorable Body by the end of September. In addition to the findings from the survey, staff continue to explore with the Finance Department the potential of purchasing discounted Proposition A Transportation Funds that other municipal agencies have used to offset the bus transportation cost for their senior excursion programs. Lastly, staff have provided copies of input garnered through phone calls, letters, and emails received to date from participants of the *Torrance Travelers Program* (Attachment B).

Respectfully submitted,



John Jones
Community Services Director

CONCUR:



LeRoy J. Jackson
City Manager

Attachment:

- A. May 15, 2012 Budget Hearing – Senior Citizen Excursion Program
- B. Record of phone calls, letters, and emails received from participants on the *Torrance Travelers Program*

CITY OF TORRANCE

INTEROFFICE COMMUNICATION

DATE: May 11, 2012

TO: Eric Tsao, Finance Director

FROM: John Jones, Community Services Director

SUBJECT: SENIOR CITIZENS EXCURSION PROGRAM

The Community Services Department has offered a Senior Citizens Excursion program for the past 37 years. Excursion fees were set to cover the direct costs for the individual excursions. The Senior Excursion Program provides a wonderful opportunity for seniors to experience new places, make new friends, and stimulate their minds.

For many years, the Excursion Program (then called the *Young Seniors Association Tours*) was very successful. However, in the early 2000's, it began to be more difficult to fill trips. Staff saw it necessary to complete an analysis of the program to determine whether or not the program goals and individual excursions were still relevant to the senior citizen population. Staff completed participant and non-participant surveys, meetings with tour industry experts, and discussions with other agencies and organizations, to redefine goals for the program. Staff then incorporated changes to the program including new tour escorts, registration procedures, and marketing strategies and re-launched the program in April 2009.

Initial returns on the program were high, as the program thrived from April 2009 through December 2011 with only one cancelled trip in 33 months). In most cases the trips were filled to capacity and included waiting lists.

In February 2012, staff implemented the new Cost Recovery/Subsidy Plan that included the Indirect Cost for the Senior Excursion program. This increased the fees for each excursion which immediately impacted registration totals. Since the additional fees were added four of the five trips were cancelled. Many of the seniors felt that the value of the excursion didn't match the increased fee that was being charged.

Prior to the indirect costs being added to the fee, the program fees included the following:

- Fee to Main Street Tours (includes admission to venue, transportation, as well as lodging and some meals on overnight tours)
- Tour escort salaries (Two Recurrent staff)
- Planning and preparation (Recurrent staff)
- Snacks for bus ride

At the present time, the cost breakdown for a day trip ticket includes:

Fee to Main Street Tours (admission and transportation)	\$68
Tour chaperon salary (One Recurrent staff)	\$5
Planning and preparation (Recurrent staff)	\$4
Snacks for bus ride	\$1
Current Direct Cost Per Participant	\$78
<hr/>	
Indirect Rate for the Excursion Program	\$43
Total Cost Per Participant	\$121
<hr/>	
Less City Subsidy (20%)	(\$24)
Ticket Price Per Participant	\$97

As staff have received complaints regarding the increased fees, staff have explored two options to make the trips more affordable.

1. Increase the Subsidy: The current subsidy level for the Excursion Program is 20%. Increasing the subsidy level to 40% would reduce the ticket price of the trip an additional \$24 to approximately \$73. Additional subsidy in the amount of \$41,000 would have to be added from the General Fund, or other programs within the Division would have to bear the additional cost.

2. Restructure the Department's Scholarship Program: The Department has a scholarship program designed to provide recreational and cultural opportunities to low income families, including senior citizens. The current program as approved by Council does not allow scholarships to be used for Excursions. With modification to the program, and additional scholarship funding of \$15,000, the scholarship program can be expanded to cover excursions. Participants would be required to meet low income criteria as established in the current scholarship program.

City Manager Note:

While the Community Services Director has explored two additional options, the City Manager would recommend referring this to the Citizens Development and Enrichment Committee. The Committee would be tasked with the goal of exploring additional options that would benefit those seniors who are most in need. Funding options would be addressed at that time.

Comments from seniors re: *Torrance Travelers* (telephone calls) ---**After 1st letter from John was sent ---**

1/10/12 Beverly Sherman 310 782-9214

She is a resident of Carson and loves going on our tours, but has not traveled with us since we added the \$20 non-resident fee. She thinks this makes the fees way too high and we should be happy to have non-residents in our program. She also travels with the YMCA, Torrance Adult School and the City of Carson --- all are cheaper and do not charge extra for non-residents.

1/11/12 Female caller --- declined to leave name or phone number

She is very upset that the fees have been raised for our trips and thinks we should be more sensitive to the seniors. She will think about whether she wants to call back with any additional comments and/or leave her name.

After 2nd letter from John was sent ---

6/25/12 Beverly Sherman 310 782-9214

Once again, Ms. Sherman indicated her unhappiness with the non-resident fee. I explained the new fee structure, which will actually lower the non-resident surcharge. She was happy to hear that adjustments had been made.

6/25/12 Gerry Pupa 310 318-7101

Mr. Pupa indicated that he is very happy with the quality of our trips and finds them affordable and well-run.

6/25/12 Christian Frank (did not leave a phone number)

Thinks that tours are very well coordinated and believes prices are ok. Went on Las Vegas trip and thought it was great.

7/19/12 Arnold Katz 310 316-2478

Would like the tour program to continue, but be much more subsidized. Prices are too high. Perhaps to lower the cost, we could use only volunteers to run the program, like the YMCA does. Would like to see more "Indian Casino" trips.

7/20/12 Margaret (did not leave last name) 310 814-2812

She is a non-resident and would like to see the program continue. She cannot usually make it to the registration date as she still works on weekdays, but hopes to be able to get on trips by calling the tour line after the initial registration date. She thinks all of our tours sound very interesting.

June 22, 2012



Torrance City Hall
3031 Torrance Blvd.,
Torrance, CA 90503

Attn: John Jones
Community Services Director
and
Suzie Wand,
Senior Recreation Supervisor

Dear Mr. Jones:

I received your letter and wanted to reply regarding Torrance Travelers program. In the past few years, I have taken a couple of the day tours, but have always thought they were particularly high priced in comparison to tours offered by our church and by the Red Hat Society that I belong to.

These tours keep prices lower by using the Free Bus service offered by (can't remember his name, but he has an office at City Hall) Non-profits are allowed to use these Free Buses a certain number of times each year.

I'm sure you are aware of this service, and was wondering if the Torrance Travelers program used these Free Buses to keep prices down for Senior Tours.

Thank you for working with the City Council Citizen Development and Enrichment Committee to make day-tours affordable for Torrance Seniors who are usually on fixed incomes at this time in their life after contributing to Torrance for so many of their working years, and continuing to pay property and all kinds of other taxes.

Sincerely,

A handwritten signature in cursive script that reads "Marianne Welsh". The signature is written in black ink and is positioned above the typed name and address.

Marianne Welsh
3407 Emerald Street
Torrance, CA 90503
mwelsh2@socal.rr.com

Jan 7, 2012

Dear John Jones;

In answer to your letter, the reason why I no longer participate in Lorraine Travelers is as follows,

When we bought our home here, it was after almost a year of looking in the beach communities Lorraine, El Segundo, Lomita, etc, for a desirable house that was also within our ability to pay. Our present address fitted the bill completely.

Now, just because we could not find a house in Lorraine, we are charged \$20 more for local trips.

It costs no more for the bus and driver or any other expense to transport those members living out of Lorraine more than the locals, so why discriminate?

If you find some other, more equitable way of meeting expenses, you may see us again. I hope so.

Sincerely

Jean McDaniel

Wand, Suzanne

From: Henk Steenman [loscodona5@sbcglobal.net]
Sent: Monday, January 23, 2012 1:41 PM
To: Wand, Suzanne
Subject: Torrance Travellers

January 23, 2012

Dear Susie:

Thanks for the invitation to participate in the upcoming "Torrance Travellers" events.

Since Chinese art is not high on our list of interests we decided to skip the 2/29 trip. And the we'll be out of town at the end of March and will therefore not participate in the 3/28 excursion.

Normally we would just not have shown up to register. But in view of the letter we received from John Jones (dated 12/15/2011) we wanted to let you know that our absence on these two trips does not mean the end of a long and beautiful relationship.

We hope that both trips will be fully subscribed and we look forward to participate in future events.

Greetings to you and all your co-workers!

Joyce Hughes & Henk Steenman

Committee Meeting of
August 13, 2012

SUPPLEMENTAL MATERIAL

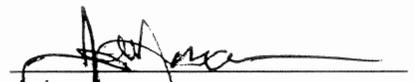
City Council Citizen Development
and Enrichment Committee
City Council Chambers
Torrance, California

Members of the Committee:

SUBJECT: Community Services – Supplemental Information on the Madrona Marsh

Staff have received e-mails from the public regarding the Madrona Marsh and are attached them for your review.

Respectfully submitted,



John Jones
Community Services Director

CONCUR:



LeRoy J. Jackson
City Manager

Attachment:

A. E-mails

JJ:AO:evp/restricted/commission/CityCouncilCommittee/reviewofsubsidyitem8.13.12

Jones, John

From: Jones, John
Sent: Monday, August 13, 2012 8:46 AM
To: Jones, John
Subject: FW: Madrona Marsh Nature Preserve

From: Kathleen Roquemore <kroquel@aol.com>
Date: August 11, 2012 5:13:34 PM PDT
To: "Scotto, Frank" <FScotto@TorranceCA.gov>, "Brewer, Tom" <TBrewer@TorranceCA.gov>, "Barnett, Gene" <GBARNETT@TorranceCA.gov>, "Furey, Pat" <PFurey@TorranceCA.gov>
Subject: **Madrona Marsh Nature Preserve**

Dear Mayor Scotto and Councilmen Brewer, Barnett and Furey:

I just read the article in the Daily Breeze about your meeting this Monday to review the budgets of some city programs, notably the Madrona Marsh.

I don't usually write letters of this kind but felt compelled to do so now. I am not affiliated with Mr. Arrowsmith nor the marsh, but am a life-long citizen of Torrance.

I know the budget is a horrific task to do in today's economic times. I am confident that you will discuss this thoroughly and not jump the gun on cutting important funds of this program. So many benefit from the marsh. Even those of us who don't frequent it, but drive by it daily. I can't tell you how many times I've driven by where I've thought how amazing it is our city has something that is educational yet relaxing. Many, many students have learned valuable lessons there. And, the nights where you can meet there to gaze at the stars? What a fun evening!

So please be clear in your thoughts and remember what a landmark, so to speak, our marsh is.

Thank you for your time.

Kathleen Roquemore
Torrance, CA 90505

John Jones

Community Services Director

City of Torrance | 3031 Torrance Boulevard | Torrance CA 90503 | 310.618.2937 voice | 310.781.7502 fax | JJones@TorranceCA.Gov | www.TorranceCA.Gov

Jones, John

From: Jones, John
Sent: Monday, August 13, 2012 9:00 AM
To: Jones, John
Subject: FW: Madrona Marsh

From: Jim Evans [juji23@verizon.net]
Sent: Friday, August 10, 2012 9:26 AM
To: Furey, Pat
Subject: Madrona Marsh

Greetings Mr. Furey,

I wanted to write you to urge you not to cut funding to Madrona Marsh. Growing up, our children were frequent visitors to the marsh. We often took them there and they have many great memories of roaming around this place of nature tucked away in the middle of the city. And now, with the nature center programs it has become a wonderful educational visit for kids as well. I currently visit fairly regularly to bird. It's not uncommon to see 40+ different species on a trip there. It would be a tragedy to lose this city treasure.

We currently have so few places like this in our city. I often visit my brother in Orange and am amazed at the foresight their city planners had to incorporate so many green spaces. It is sad in comparison. Please don't cut funding and reduce one of the few bright natural spots we have in our city.

Thank you,
Jim Evans
21017 Annrita Ave.
Torrance

John Jones
Community Services Director
City of Torrance | 3031 Torrance Boulevard | Torrance CA 90503 | 310.618.2937 voice |
310.781.7502 fax | JJones@TorranceCA.Gov | www.TorranceCA.Gov

Jones, John

From: Jones, John
Sent: Monday, August 13, 2012 9:00 AM
To: Jones, John
Subject: FW: Support Madrona Marsh
Attachments: bestFinch0108Low.jpg

From: Antonie Churg [achurg@socal.rr.com]
Sent: Thursday, August 09, 2012 9:45 PM
To: Scotto, Frank; Numark, Cliff; Barnett, Gene; Rhilinger, Susan; Brewer, Tom; Furey, Pat; Sutherland, Bill
Subject: Support Madrona Marsh

Dear Mayor Scotto and Council Members,

It has come to my attention that the Torrance City Council is considering cost-cutting measures to reduce support for Madrona Marsh. Whenever I drive by the Marsh - navigating the ugly congestion of Sepulveda Blvd, I look toward the Marsh as a sanctuary from blight. As the attached image suggests, I'm a bird-watcher, too. What's happening with Madrona Marsh? Are they going to convert it to condos? If you let support for the Marsh slide, that's what will happen. I will study the Torrance budget over the next few days and try to come to the August 13 Council meeting with constructive suggestions for continued funding of Madrona Marsh at the current levels.

Sincerely,

-

Antonie K. Churg, Ph.D.
25802 Skylark Drive
Torrance, CA 90505-7314
(310) 539-6506
achurg@socal.rr.com

John Jones

Community Services Director
City of Torrance | 3031 Torrance Boulevard | Torrance CA 90503 | 310.618.2937 voice | 310.781.7502 fax |
JJones@TorranceCA.Gov | www.TorranceCA.Gov

Jones, John

From: Jones, John
Sent: Monday, August 13, 2012 8:59 AM
To: Jones, John
Subject: FW: Madrona Marsh

From: William Shanney [wshanney@verizon.net]
Sent: Friday, August 03, 2012 6:56 PM
To: Furey, Pat; Numark, Cliff; Barnett, Gene; Rhilinger, Susan; Brewer, Tom; Scotto, Frank; Sutherland, Bill
Subject: Madrona Marsh

I'm sending this email in support of Madrona Marsh. It is very special having a natural place in our city and I would like it kept open. I find it relaxing to hike around the Marsh and photograph there. The educational programs for our children are also very important to myself and my family.

I would also like to voice my objection to putting an electronic sign at the corner of Madrona and Sepulveda. It would be an eyesore I do not want in my city.

Thanks you for your attention in these matters.

Sincerely,
Bill Shanney
19313 Tomlee Ave
Torrance

John Jones
Community Services Director
City of Torrance | 3031 Torrance Boulevard | Torrance CA 90503 | 310.618.2937 voice |
310.781.7502 fax | JJones@TorranceCA.Gov | www.TorranceCA.Gov

Jones, John

From: Jones, John
Sent: Monday, August 13, 2012 8:53 AM
To: Jones, John
Subject: FW: Madrona Marsh

From: david berman [drdberman@yahoo.com]
Sent: Sunday, August 05, 2012 3:02 PM
To: Furey, Pat; Numark, Cliff; Barnett, Gene; Rhilinger, Susan; Brewer, Tom; Scotto, Frank; Sutherland, Bill
Subject: Madrona Marsh

David W. Berman M.D., Inc.
23600 Telo Ave.. Suite 130
Torrance, CA 90505

August 4, 2012

Dear Mayor Scotto,

As a Pediatrician, I often recommend that my patients visit Madrona Marsh Nature Center and Preserve. This wonderful area of natural beauty in the heart of Torrance is easily accessible and provides respite from the city for Wildlife and People. It provides a safe space for families to exercise and learn about nature. I like to go during breaks and walk around the marsh or enjoy the garden. I like to take pictures at different times of the day and the year. I am impressed by the hard work of the dedicated volunteers and the Friends of Madrona Marsh. As a business and property owner in the city, I urge you to please continue to fund this vital resource.

Sincerely,

David W. Berman, M.D.

John Jones

Community Services Director

City of Torrance | 3031 Torrance Boulevard | Torrance CA 90503 | 310.618.2937 voice | 310.781.7502 fax |
JJones@TorranceCA.Gov | www.TorranceCA.Gov

Jones, John

From: Jones, John
Sent: Monday, August 13, 2012 8:54 AM
To: Jones, John
Subject: FW: Protect Madrona Marsh

From: Christopher Boyd [monkus_boyd@yahoo.com]
Sent: Sunday, August 05, 2012 11:58 AM
To: Scotto, Frank; Numark, Cliff; Barnett, Gene; Rhilinger, Susan; Brewer, Tom; Furey, Pat; Sutherland, Bill
Subject: Protect Madrona Marsh

Dear Mayor Scotto and Torrance City Council members,

I just received the very disheartening news via Bob Shanman of Wild Birds Unlimited that the Torrance City Council is considering a major reduction in funding for Madrona Marsh, and possibly even closure of the marsh. As a Torrance native and nature enthusiast, I implore you to reconsider these actions. Madrona Marsh is the last vernal marsh in all of Los Angeles, as well as a natural haven for those of us who wish to escape the concrete jungle that the South Bay has become. The marsh also provides a place for the education of thousands of students every year. In short, it is a treasure.

I have always loved my home city of Torrance, but if the council takes this action, it will damage the area forever and possibly open up a natural treasure to development. Torrance is already covered in asphalt and buildings. To take away the last piece of open space would be a travesty.

I would happily open up my own pocketbook to help keep Madrona Marsh open. As a member of both Audubon and The Nature Conservancy, I do have hope that one or both of these organizations can step in and try to persuade city leaders of the marsh's importance. If, as with many elected officials, the most important thing to you is money, perhaps environmental organizations and individuals like me can make up the difference that a shortsighted council refuses to fund.

In closing, I hope what I've heard is a major exaggeration and that Torrance's elected officials will do the right thing by keeping Madrona Marsh open and fully funded. But in these times of financial difficulty, I know it is easy for leaders to make rash decisions that work in the short term but rob future generations in the long term. I'm counting on you to make the wise choice.

Thank you for your time.

Sincerely,

Christopher Boyd
Redondo Beach, CA

John Jones

Community Services Director

City of Torrance | 3031 Torrance Boulevard | Torrance CA 90503 | 310.618.2937 voice | 310.781.7502 fax |
JJones@TorranceCA.Gov | www.TorranceCA.Gov

Jones, John

From: Jones, John
Sent: Monday, August 13, 2012 8:52 AM
To: Jones, John
Subject: FW: Madrona Marsh

From: callmecath7@yahoo.com [callmecath7@yahoo.com]
Sent: Monday, August 06, 2012 9:46 PM
To: Furey, Pat
Subject: Madrona Marsh

Hello There!

What is the budget for Madrona Marsh's upkeep? What is the breakfast meeting / lunch meeting budget of your City Council?

My guess is that there are Many OTHER superfluous budgetary expenditures that could and Should be cut for your city that Far exceed keeping the Marsh open.

I'd Looooove to pull a "Dave as President" style balancing of Torrance's budget to Find the hidden assets!

Feel free to call me & I'll Find ALL KINDS of Wasted money!

Sincerely,

Cathy Pearson
A Lifetime South Bay Resident
2101 245 Street, Front House
Lomita, CA 90717
callmecath7@yahoo.com
310-975-4757

John Jones

Community Services Director
City of Torrance | 3031 Torrance Boulevard | Torrance CA 90503 | 310.618.2937 voice | 310.781.7502 fax |
JJones@TorranceCA.Gov | www.TorranceCA.Gov

Jones, John

From: Jones, John
Sent: Monday, August 13, 2012 8:59 AM
To: Jones, John
Subject: FW: Madrona Marsh

From: Harry Squires [groenendal@roadrunner.com]
Sent: Monday, August 06, 2012 3:55 PM
To: Furey, Pat
Subject: Madrona Marsh

Dear Councilmember Furey,

I am writing to ask you not to cut funding for Madrona Marsh. I understand that this is a time of difficult funding choices. But your decision affects not only your town but all the surrounding towns that use this area as a resource—for education and for recreation. It is a treasure whose existence impacts our entire County.

Please keep this precious ecological system healthy.

Harry Squires
Redondo Beach

John Jones
Community Services Director
City of Torrance | 3031 Torrance Boulevard | Torrance CA 90503 | 310.618.2937 voice |
310.781.7502 fax | JJones@TorranceCA.Gov | www.TorranceCA.Gov

Jones, John

From: Jones, John
Sent: Monday, August 13, 2012 8:54 AM
To: Jones, John
Subject: FW: Madrona Marsh

From: Susan Roughen [sroughen7@yahoo.com]
Sent: Sunday, August 05, 2012 10:01 AM
To: Scotto, Frank
Cc: Numark, Cliff; Barnett, Gene; Rhilinger, Susan; Sutherland, Bill; Brewer, Tom; Furey, Pat
Subject: Madrona Marsh

Dear Mr. Mayor,

I am writing to express my strong feelings about not cutting any funding to the Madrona Marsh. This marsh is important not only to me individually, but to the whole community of Los Angeles. Being the last vernal marsh in Los Angeles County, it provides a natural habitat which provides a laboratory for children and adults. The programs offered in this habitat are special to all involved, and it would be a great loss if any funding is cut.

The marsh provides a unique habitat for many animal and plant species and helps purify our environment. Many community members and other Los Angeles area residents visit to learn about and photograph nature. If our children will be deprived of this opportunity to observe nature and study science, the whole community will lose. The adults with a passion for nature, science, and photography will also be deprived.

I strongly urge you to consider the importance of the Madrona Marsh and continue to fully fund all programs, upkeep, etc.

Sincerely,

Susan Roughen, resident of Marina Del Rey

John Jones

Community Services Director

City of Torrance | 3031 Torrance Boulevard | Torrance CA 90503 | 310.618.2937 voice | 310.781.7502 fax |
JJones@TorranceCA.Gov | www.TorranceCA.Gov

CITY COUNCIL CITIZEN DEVELOPMENT AND ENRICHMENT COMMITTEE NOTES
Monday, August 13, 2012

COMMITTEE MEMBERS: Councilman Tom Brewer, Chair
 Councilman Gene Barnett
 Councilman Pat Furey

CITY STAFF. John Jones, Community Services Director
 Richard Brunette, Recreation Services Manager
 Eve Rappoport, Cultural Services Manager
 Jason Minter, Senior Business Manager
 Andrew Orpe, Sr. Administrative Analyst
 Aram Chaparyan, Assistant to the City Manager

CALL MEETING TO ORDER

The City Council Citizen Development and Enrichment Committee convened in a regular meeting, Councilman Brewer called the meeting to order on Monday, August 13th, 2012 at 4:00 p.m. in the City Council Chamber.

MADRONA MARSH

Discussion

John Jones, Community Services Director provided an overview of the Madrona Marsh budget and Ms. Tracy Drake provided an organizational and program overview. According to Mr. Jones, the \$784,000 annual budget for the Marsh is fully burdened. There are 9 part-time staff members (equivalent to 3.4 full-time employees), as well as the 1.0 Nature Center Manager and 1.0 Lead Maintenance Worker assigned to the Preserve. Mr. Jones also added that even though the Preserve includes natural habitats, it still must be maintained, especially to protect against mosquitoes and other vector control concerns. According to Mr. Jones, 73% of the Direct Cost budget of \$422,537 is in labor.

Chairman Brewer inquired about the number of volunteers active at the Madrona Marsh. According to Tracy Drake, there are over 2,000 volunteers, contributing over 20,000 hours per year. Tracy also added that staff is actively seeking grants and also receive funding support from the Friends of the Madrona Marsh annually. John Jones added that upon further review of the Madrona Marsh budget, he could not identify any budget efficiencies, unless there is a reduction of operational hours or full programs. Councilman Barnett complimented staff for preparing a very informative packet. Councilman Furey added that the discussion at the meeting is a good process to go through and very educational. Councilman Furey also added that the emails received by the committee from the community show the passion the community has for the Madrona Marsh.

Public Comments

- John Nietto, South Bay Audubon Society: Stated that he supports the Madrona Marsh. Enjoys bird observations and conducts bird counts.

- Bob Shanman, Owner of Wild Birds Unlimited: Expressed his support for the Madrona Marsh and its focus on children. He encouraged members of the public to check out the book, "Nature Deficit Disorder".
- Sharon Houston: Saw the transit of Venus and considers the Madrona Marsh a fantastic resource as it is well managed and efficient.
- Rob Flidrich: Stated that he is a regional user from Lomita. Used the Madrona Marsh frequently and spends money in Torrance as a result of his visits.
- Bill Arrowsmith, President of the Friends of the Madrona Marsh: Stated that the Madrona Marsh is a regional resource and the Friends of the Madrona Marsh are here to help the City. He supports the spirit of cooperation and will work hard to assist the Madrona Marsh with financial support. Stated that in 2006, the Friends provide front desk coverage with volunteers in response to budget challenges.
- Lily, 5 year old resident: Shared her support of the Madrona Marsh by displaying a board she had made with pictures of her and friends at the Marsh.
- Martha Madison, Torrance resident: Stated that the Madrona Marsh is wonderful.
- Jeanne Bellman, Zoology professor at El Camino College. Stated that there is no place to go besides the Madrona Marsh for student field trips.
- Fujino Hicker, 48 year resident of Torrance: stated that she supports the Madrona Marsh.
- Lucio Johnson, Small Business Owner: Recommends her clients dealing with stress management to take a walk in the woods. Supports the Madrona Marsh very much.
- Jean Wilkerson: Stated that she was diagnosed with ADHD as an adult. She volunteers at the Madrona Marsh and finds it's very comforting.
- Dakota Bloom, 20 years old: Has been a volunteer at the Madrona Marsh since his junior year in high school. He will be going to UC Berkeley in the fall.
- Susan Hubert: Leads docent tours and highly regards the Madrona Marsh for science and imagination.
- Torrance Resident and Director of a Nursery School in Manhattan Beach: Stated that she sends children to the Madrona Marsh on field trips.
- Tony Churg: Encouraged the City to prevent litigation expenses to reduce the City budget.
- Scott Tremmingham, Torrance resident: Stated that the Madrona Marsh budget is a tiny fraction of the City budget. Encouraged the Committee members to look at other areas to save funds, and not the small budget of the Madrona Marsh.
- Cheral Sherman: Friends of Gardena Willows: Encouraged the Committee to consider providing Tracey Drake with a grant writer who will be paid from grant funding and can cover the cost for writing grants.
- Daniel Tyler, 16 year old student from Torrance: Has been going to the Madrona Marsh since he was a child and supports the Marsh.
- Sarah Noddings, Docent at the Madrona Marsh: Stated that she has led tours with over 8,000 students with a team of 6 docents.

TORRANCE ART MUSEUM

John Jones, Community Services Director reviewed the budget for the Torrance Art Museum (TAM) and stated that the total budget is \$206,901 of which \$89,000 is dedicated to part-time staff members that equate to 2.3 full-time equivalent positions. The part-time staff are seasonal recurrent status and do not receive any City paid benefits. Mr. Jones also stated the museum was remodeled and funded in 2005 with Proposition 12 grant funds. Eve Rappoport, Cultural Services Manager added that TAM has displayed 186 artists in 5 exhibits. She also added that

there have been sculptures on display, as well as video showings in the hallway. There are 40 volunteers who provide over 1,400 hours of service. According to Ms. Rappoport, there are 5,000 visitors per year to the museum. TAM does not receive much funding from grants. There is a \$1,000 Chevron grant and a \$4,000 grants from the Getty Foundation to pay for summer interns. To date, there is a \$15,000 balance in the donation account, which is tentatively earmarked for floor improvements. Ms. Rappoport also added that there is several revenue generating ideas such as rentals for wedding/events, virtual store on the internet to sell prints, as well as the opportunity for programming with a fee for admission. As of now, the exhibits are free with a donation option for the public.

Public Comments

- Lynda Bunting, Cultural Arts Commissioner: Stated that the programming at TAM is top notch and attracts patrons within Los Angeles and beyond.
- Kathryn Endo-Roberts, Cultural Arts Commissioner and 51 year resident of Torrance: Supports exploring revenue generating ideas and stated that the TAM makes Torrance unique.
- Richard Whitehorse, Arts Council of Torrance: Stated his support for the Torrance Art Museum.
- Charles Deemer: Suggests using a percentage of Cable TV funds to offset video support.
- Kathryn Babcock, Professor of Arts at Long Beach State University and Torrance resident: Expressed her support for TAM.
- Susan Gibson and Board Members of the Friends of the Madrona Marsh. Stated that she teaches art and supports the TAM.

John Jones added that the Department will further explore developing a revenue plan for the Torrance Arts Museum to be brought to the Cultural Arts Commission for approval

SENIOR CITIZEN EXCURSION PLAN

John Jones, Community Services Director stated that the Torrance Travelers program includes over 400 members. He recommended that, in response to concerns raised by several citizens about the increase in program fees, a survey be developed by Community Services Department staff and sent to participants to determine frequency of use, household income levels, and other demographic information. He believes these results will help in determining the future of the Senior Citizen Excursion program.

Public Comments

- Leilani Kimmel-Dagostino, Vice Chair of the Commission on Aging: Stated that the excursions are important for seniors. It provides them with an opportunity to interact with friends and develop/maintain socialization skills.
- Arnold, 51 year resident of Torrance: Emphasized the benefit of seniors to get out of the house.
- Beverly Sherman, resident of Carson: Stated that she has traveled with the Torrance group, lives alone and likes going on tours.
- Farah Benedict, in the caregiver business: Stated the social interaction is key for seniors.

- Jane Borethwick: Has taken trips with her husband. Suggests partnering up with other cities to save money.
- Bea Virobik, member of the Commission on Aging: Stated that trips give better quality of life and stated that the non-resident fee increase drastically reduced participation. Stated that any price increase will end the program.

Councilman Barnett stated that staff explore a scholarship program using the same income guidelines as the senior taxi ticket program.

COMMUNITY SERVICES SUBSIDY LEVELS

Councilman Barnett suggested that due to time constraints, the subsidy level discussion be discussed at another meeting. John Jones stated that he would like to share the subsidy levels at respective Commissions to obtain feedback and return to the Citizen Development and Enrichment committee for further discussion. LeRoy Jackson, City Manager, added that the current fees were already set at the higher level and the information will be printed in the upcoming Seasons Magazine.

MARKETING SUPPORT FOR CULTURAL SERVICES CLASSES

John Jones, Community Services Director stated that staff will develop a Request for Proposal that will include a scope of services for improving attendance with a specific focus area of Cultural Services Division classes, as well as a scope of services from the General Services Department that will address increasing rentals for the Cultural Arts Center. Staff will bring a joint item to the City Council to seek services of a marketing professional in the near future. Councilman Furey also encouraged the use of existing social media outlets to promote the marketing plan.

COMMITTEE DISCUSSION/ACTION ITEMS

MADRONA MARSH & TORRANCE ART MUSEUM

- Chair Brewer stated that the information received was sufficient and that staff should prepare a report on behalf of the Citizen Development and Enrichment Committee stating the Committees recommendation that the Madrona Marsh and Torrance Art Museum stay as they are
- Councilman Barnett concurred with Chair Brewer and added that the Madrona Marsh and Torrance Art Museum are managed sufficiently and requested that staff send a report of the meeting to the City Council for its full consideration.
- Councilman Furey also concurred with the recommendations and requested that the report also include the Torrance Art Museum.
- Staff will explore revenue enhancement concepts for the Torrance Art Museum and gain approval from the Cultural Arts Commission and then return to the Citizen Development and Enrichment Committee with an update.

SENIOR CITIZEN EXCURSION PLAN

- John Jones stated that staff will conduct a survey of current members, as well as conduct a survey of other agencies to determine types and fees of excursions offered.
- Staff will also explore partnership opportunities with other cities in an effort to reduce the cost of excursions

COMMUNITY SERVICES SUBSIDY LEVELS

- The current subsidy levels will be shared with the various Commissions for review and comment prior to bringing the discussion back to the Citizen Development and Enrichment Committee for further discussion.

MARKETING SUPPORT FOR CULTURAL SERVICES CLASSES

- The Community Services Department will develop a Request for Proposal and will bring a joint item with the General Services Department to the City Council for review and approval.

Councilman Barnett made the motion on the above action items, with a second from Councilman Furey. The motion was approved 3-0.

ORALS

None

ADJOURNMENT

At 5:37 p.m. the meeting was adjourned.

Chaparyan, Aram

From: Jones, John
Sent: Wednesday, August 15, 2012 12:44 PM
To: Chaparyan, Aram
Subject: FW: Please SAVE Madrona Marsh!

From: Dina Wiley <dina.wiley@gmail.com>
Date: August 13, 2012 6:28:30 PM PDT
Subject: Please SAVE Madrona Marsh!

Dear Torrance Council Members:

As a long-time Torrance resident, I have enjoyed the Madrona Marsh numerous times and have been thrilled that there is a place to come to see nature in reality. As a peaceful habitat, it allows for much-needed respite from the tribulations of the daily grind, and offers an opportunity for self-reflection and learning. Believe it or not, it is a pride of Torrance--totally unique and vibrant.

Please keep it open! Please save Madrona Marsh!

Sincerely,

Dina M. Wiley

Mr. and Mrs. Edward L. Weimer
 2510 Ridgeland Rd.
 Torrance, CA 90505

SAT 8/11/12

DEAR MAYOR & CITY COUNCIL
 MEMBERS

SUBJECT: MADRONA MARSH

PLEASE DON'T CUT FUNDING
FOR THIS PRECIOUS PIECE
OF ENVIRONMENT & GREAT
NATURE ETC & STAFF &
 FOR VOLUNTEERS & BIRDS
 & KIDS & COLLEGE SCIENCE
 STUDENTS etc etc. REMEM-
 BER PLEASE IT WAS THERE
 100 YRS AGO AS WE CELEBRATE
 THE CITY'S ANNIVERSARY, WE
 BOUGHT OUR HOME HERE
 IN 1963. BECAUSE IT WAS
 NOTED IN THE 50S AS A
 TOP US CITY. WE HAVE
 BEEN MEMBERS SINCE THE
 BEGINNING TO PROTECT THE
 ACREAGE & GET A BLDG &
 PARKING LOT. TRACY DRAKE
 IS SO GREAT AS MGR. SHE ALSO
 HELPED ME GET AROUND ON MY
 LAST VISIT TO THE MARSH ITSELF
 V. J. Patricia & Ed Weimer