



**Cultural Arts  
Commission**

The Cultural Arts Commission is an advisory body to the City Council that meets on the third Monday of each month at 7 p.m. in the West Annex Commission Meeting Room. All meetings are open to the public. Those who wish to speak on any matter on the agenda are asked to complete a "Speaker Information" card (available at the meeting) and relay it to the staff before leaving the meeting.

Staff reports are available for review at the West Annex Information Desk, Civic Center Main Library and the City Clerk's Office. Direct any other questions or concerns to the Cultural Services Manager Eve Rappoport at 310-618-2380. Agendas and Minutes are posted on the City of Torrance Home Page [www.TorranceCa.Gov](http://www.TorranceCa.Gov)

In compliance with the Americans with Disabilities Act, if special assistance is needed to participate in this meeting, please call 310.618.2939. Notification 48 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to this meeting. [28CFR 35.102-104 ADA Title II]

**HOURS OF OPERATION**

Monday through Friday from 7:30 a.m. to 5:30 p.m.  
Offices are closed alternate Fridays and certain holidays.  
ER:dhc:cacommis\A&M 2020-01a

**CULTURAL ARTS COMMISSION**

**WEST ANNEX COMMISSION MEETING ROOM  
CITY HALL, 3031 TORRANCE BOULEVARD  
TORRANCE, CALIFORNIA 90503**

**MONDAY, JANUARY 27, 2020  
7:00 P.M.**

**A G E N D A**

1. CALL TO ORDER
2. FLAG SALUTE
3. ROLL CALL/MOTIONS FOR EXCUSED ABSENCE
4. MOTION TO ACCEPT AND FILE REPORT ON POSTING OF AGENDA
5. APPROVAL OF MINUTES - November 18, 2019
6. ORAL COMMUNICATIONS #1 (Limited to a 30-minute period)  
*Comments on this portion of the agenda are limited to items not on the agenda and to no longer than 3 minutes per speaker. Under the provisions of the Brown Act, the Commission is prohibited from taking action or engaging in discussion on any item not appearing on the posted agenda.*
7. NEW BUSINESS
  - A. Review Success Measures of Performance and Fund Raising Strategy for Torrance Cultural Arts Foundation
  - B. Discussion of Revising Cultural Arts Commission Mission Statement
8. STANDING COMMITTEE REPORTS
  - A. Excellence in Arts
  - B. Facilities Committee
  - C. Grant Review Committee
9. CORRESPONDENCE FOR COMMISSION REVIEW TO ACCEPT AND FILE OR FOR CONSIDERATION AT A FUTURE MEETING.
10. MONTHLY DEPARTMENT REPORTS
11. ORAL COMMUNICATIONS #2 Staff & Public Comments  
*Comments on this portion of the agenda are limited to items not on the agenda and to no longer than 3 minutes per speaker. Under the provisions of the Brown Act, the Commission is prohibited from taking action or engaging in discussion on any item not appearing on the posted agenda.*
12. ADJOURN TO FEBRUARY 24, 2020 at 7:00pm

*Creating and Enriching Community through People, Programs and Partnerships*

ROLL CALL: \_\_\_\_\_ HSIAO \_\_\_\_\_ KLINENBERG \_\_\_\_\_ KRAEMER \_\_\_\_\_ MUHAMMED \_\_\_\_\_ SARGENT  
\_\_\_\_\_ PINO \_\_\_\_\_ POLCARI

**Cultural Arts Commission Committee Meetings:**

<u>Committee Agenda</u>	<u>Committee Chair</u>	<u>Committee Members</u>
Excellence in Arts Committee	Sargent	Klinenberg, Pino
Facilities Committee	Muhammed	Hsiao, Kraemer
Grant Review Committee	Hsiao	Klinenberg, Polcari

ROLL CALL: \_\_\_\_\_HSIAO \_\_\_\_\_KLINENBERG \_\_\_\_\_KRAEMER\_\_\_\_\_MUHAMMED\_\_\_\_\_SARGENT  
\_\_\_\_\_PINO \_\_\_\_\_POLCARI

**MINUTES OF A REGULAR MEETING OF THE  
TORRANCE CULTURAL ARTS COMMISSION**

**1. CALL TO ORDER**

The Torrance Cultural Arts Commission convened in a regular session at 7:00 p.m. on Monday, November 18, 2019 in the West Annex meeting room, Torrance City Hall.

**2. FLAG SALUTE**

Commissioner Sargent led the Pledge of Allegiance.

**3. ROLL CALL**

Present: Commissioners Kraemer, Muhammed, Pino, Polcari, Sargent, and Chairperson Hsiao.

Absent: Commissioner Klinenberg.

Also Present: Cultural Services Manager Rappoport, Facility Operations Manager Pinela, and Senior Business Manager Rumery.

**MOTION:** Commissioner Sargent moved to grant the excused absence of Commissioner Klinenberg from the November 18, 2019 Commission meeting. Commissioner Kraemer seconded the motion; a roll call vote reflected 6-0 approval (absent Commissioner Klinenberg).

**4. AFFIDAVIT OF POSTING**

**MOTION:** Commissioner Kraemer moved to accept and file the report of the City Clerk on the posting of the agenda. Commissioner Polcari seconded the motion; a roll call vote reflected 6-0 approval (absent Commissioner Klinenberg).

**5. APPROVAL OF MINUTES**

Minutes were not available.

**6. ORAL COMMUNICATIONS #1 – None.**

**7. NEW BUSINESS**

**7A. REVIEW SUCCESS MEASURES OF PERFORMANCE AND FUND RAISING STRATEGY FOR TORRANCE CULTURAL ARTS FOUNDATION**

Cultural Services Manager Rappoport recommended this item be deferred to the next Commission meeting.

**7B. SCHEDULE FOR JANUARY AND FEBRUARY 2020 MEETINGS**

Cultural Services Manager Rappoport stated the Commission typically meets on the third Monday of each month; however, the third Mondays in January and February 2020 fall on national holidays. She recommended the Commission meet on the fourth Mondays, on January 27, 2020 and February 24, 2020.

**MOTION:** Commissioner Sargent moved for the Cultural Arts Commission to meet on January 27, 2020 and February 24, 2020 at 7:00 p.m. in the West Annex meeting room. Commissioner Polcari seconded the motion; a roll call vote reflected 6-0 approval (absent Commissioner Klinenberg).

**8. OLD BUSINESS**

**8A. FOLLOW-UP ON WORK PLAN DEVELOPMENT**

Cultural Services Manager Rappoport provided background on the August 28 joint meeting with City Council and discussion to expand the roles of the Commission, restructure the Commission's standing committees, and develop a Work Plan. She stated since that meeting the Commission developed a list of stakeholders (Attachment A) and the following groups addressed the Commission: Torrance Art Museum, Torrance Art Museum Advocates, Torrance Cultural Arts Foundation (TOCA), Torrance Theater Company, and Friends of Torrance Theater Company. She noted General Services provided an overview of Cultural Arts Center facilities and the Torrance Performing Arts Consortium spoke representing Torrance Symphony, Aerospace Players, Torrance Pops, South Bay Ballet, South Bay Conservatory, and Los Cancioneros. She stated Commissioners also participated in a focus group as part of the City's Strategic Plan process, provided oversight of TOCA's annual agreement, reviewed requests for facility rentals, reviewed grant requests to General Services, and reviewed TOCA's annual funding and South Bay Festival of the Arts requests.

She stated, given the new responsibilities of the Commission, the current Mission Statement is too narrow in focus. She recommended reviewing and expanding its scope to truly encompass what the Commission's duties are. She suggested the entire Commission or an Ad Hoc Committee validate or modify the Mission Statement to update it to match what they deem as their overall mission for the Commission. She suggested presenting the revised Mission Statement to City Council at a joint meeting in early 2020 as well as to update them on their new areas of responsibility.

Commissioner Kraemer stated it would be helpful to know the amount of funding available, where funds come from, and who controls them. Staff explained how funds are allocated, noting it is really up to City Council to decide whether to fund a request or not.

Commissioner Muhammed indicated it is important for the Commission to have some parameters of the amount of funding that is available in order to make recommendations.

Cultural Services Manager Rappoport stated the Commission's role is more to look at contracts and success measures. She offered to pull together what funds can be used and who oversees them and bring back this information in January 2020. She stated the Commission should also review the relevancy of its current standing committees.

Commissioner Polcari questioned if City Council should be the one responsible for formulating a Mission Statement, and Cultural Services Manager Rappoport stated Council may have some ideas but want to hear from Commissioners about what they think they should be doing.

**9. STANDING COMMITTEE REPORTS**

**9A. EXCELLENCE IN ARTS**

No report.

**9B. FACILITIES COMMITTEE**

Senior Business Manager Rumery reported the Nakano Theatre restroom is near completion and they have begun demolition of the women's restroom at the Armstrong Theatre. He stated by mid-December lighting and sound should be installed at Torino Plaza.

**9C. GRANT REVIEW COMMITTEE**

No report.

**10. CORRESPONDENCE FOR COMMISSION REVIEW TO ACCEPT AND FILE OR FOR CONSIDERATION AT A FUTURE MEETING – None.**

**11. MONTHLY DEPARTMENT REPORT**

Cultural Services Manager Rappoport announced the Rose Float Association's Officials Night on December 28 and distributed fliers for upcoming events.

In response to Commissioner Kraemer's inquiries, she explained the process of hiring part-time preparators to help install and take down exhibitions at Torrance Art Museum, and the Farmers' Market Buy Local Campaign with local restaurants.

**12. ORAL COMMUNICATIONS #2**

Commissioners Sargent, Kraemer, and Polcari spoke.

**13. ADJOURNMENT**

**MOTION:** At 8:10 p.m., Commissioner Sargent moved to adjourn the meeting to Monday, January 27, 2020 at 7:00 p.m. in the West Annex meeting room at Torrance City Hall. Commissioner Polcari seconded the motion, and a roll call vote reflected approval.

###

Honorable Chair and Members  
of the Cultural Arts Commission  
City Hall  
Torrance, California

**Members of the Commission:**

**SUBJECT: General Services – Review Success Measures of Performance and  
Fund Raising Strategy for Torrance Cultural Arts Foundation**

**RECOMMENDATION**

The General Services Director recommends that the Cultural Arts Commission review and discuss success measures and fundraising strategy for the Torrance Cultural Arts Foundation (TOCA).

**FUNDING**

None

**BACKGROUND/ ANALYSIS**

At the City Council Meeting of June 25, 2019, City Council directed staff to present an item to the Cultural Arts Commission to discuss success measures for TOCA's individual performances and season overall, as well as additional fundraising efforts each year. This would give insight to both the Cultural Arts Commission and City Council on efforts of TOCA to continue its service to the community and to ensure that the partnership with the city is successful. This would work towards the goal of reducing and ultimately eliminating the need for additional subsidy for the South Bay Festival of the Arts, as well as the possibility of reducing the annual subsidy for their operations.

City staff and TOCA have worked together to bring this item forward for discussion and provide recommendations to your honorable body. This joint effort has determined that measures of success for arts organizations can be based on two factors: Artistic quality and financial stability.

**Artistic Quality**

Artistic success is judged by those who appreciate the genre of art being presented (i.e. the audience and arts professionals). Feedback from stakeholders is a key mechanism for determining the viability of a performance and whether it would be successful for subsequent productions. During or after a show, audience reaction is a good indicator to whether or not the performance was well received. Additionally, steps should also be taken to gather information

TOCA currently solicits feedback from patrons by advertising a dedicated email address in all show programs. However, to increase awareness and expand the type of feedback, the following can be recommended:

- Share email address with audience members on a regular basis at shows.
- Send online surveys to stakeholders to solicit feedback as well as gather information on types of future shows people would be interested in.
- Include comment cards with show programs or season brochure for patrons to voice their opinion.

### Financial Stability

The financial stability and success of TOCA are comprised of three main sources of income: subsidy from City of Torrance, fund raising efforts, and revenue from performances. TOCA receives an annual subsidy from the City totaling \$169,400. They receive \$74,400 in a cash payment, while the balance is allocated towards theatre labor, in-kind services and additional facility usage within the Cultural Arts Center.

TOCA's fundraising efforts have traditionally been an annual gala dinner and direct ask donation from companies and individuals. Over the last three years, the South Bay Festival of the Arts has become their primary fundraiser, replacing the gala. This festival has become the cornerstone of their season, with plans to continue each year.

TOCA has also planned and implemented additional fundraising opportunities during their season. They include:

- Text to give program which allows patrons to send a text and get a response with a form to make a donation.
- Monthly giving program where patrons can sign up for an automatic donation.
- Two new summer evening dance concerts.
- New donation letter sent to non-season subscribers.
- Formation of a committee to create new materials for soliciting donations/sponsorships.

Lastly, ticket sales revenue from theatrical and artistic events are expected to cover all production costs associated with the presentation. This includes such factors as performance fees, hotels, and hospitality. The additional fundraising outlined above will be utilized to assist funding operational expenses for each current and subsequent season.

Respectfully Submitted,

  
Shant Megerdichian  
General Services Director

Attachments:

A – Examples of web site analytic data for Torrancearts.org

**ATTACHMENT A**

Website: www.torrancearts.org

Users

**28,122**

↑ 22.8%

Sessions

**39,723**

↑ 22.5%

Pageviews

**68,918**

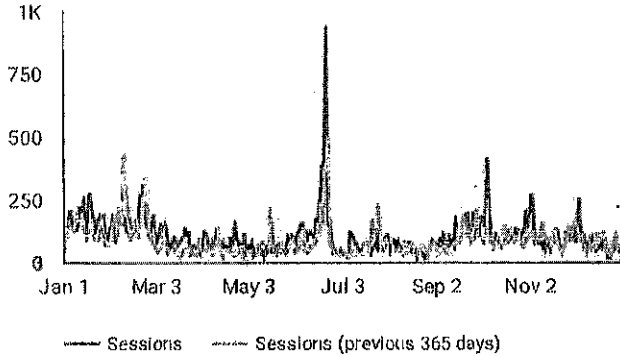
↓ -0.3%

Bounce Rate

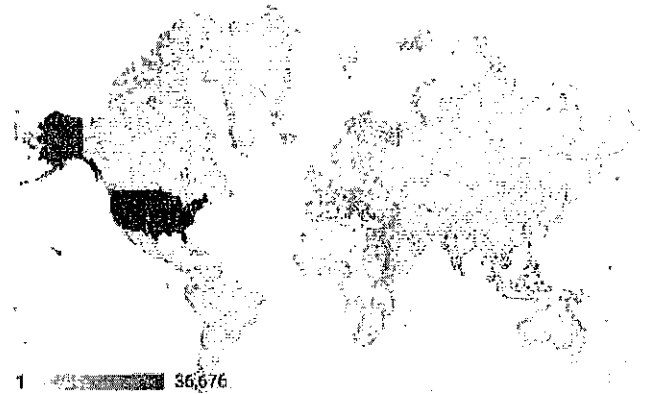
**67.8%**

↑ 12.3%

**How are site sessions trending?**

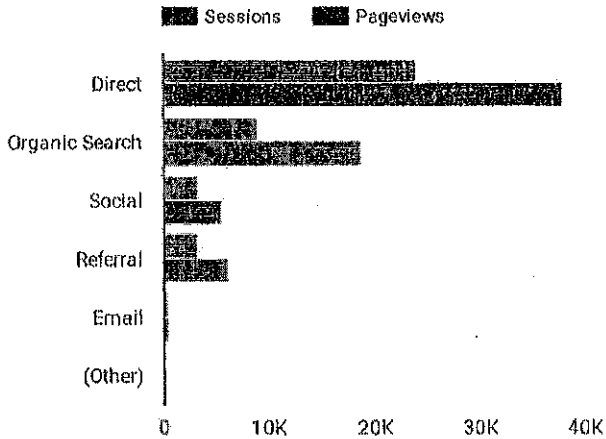


**What are the top countries by sessions?**



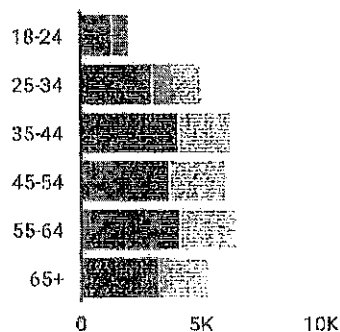
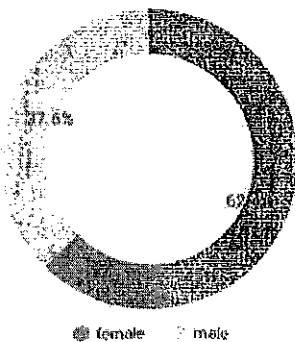
**Which channels are driving engagement?**

Goal: Engaged Users



Country	Sessions	Pageviews
1. United States	36,676	~25K
2. France	391	~250
3. Canada	319	~200
4. India	227	~150
5. Japan	197	~120
6. Peru	183	~100
7. United Kingdom	167	~100
8. South Korea	154	~100
9. Philippines	149	~100
10. Mexico	114	~80
11. Australia	109	~80
12. China	76	~50
13. Russia	69	~50
14. (not set)	61	~40
15. Germany	60	~40
16. Brazil	59	~40
17. Italy	57	~40
18. Spain	50	~35
19. Netherlands	45	~30
20. Indonesia	32	~20

**Engagement by Age & Gender**





Website Analytics Summary

Website Analytics Summary

Users

32,500

↑ 15.6%

Sessions

44,754

↑ 12.7%

Pageviews

82,295

↑ 19.4%

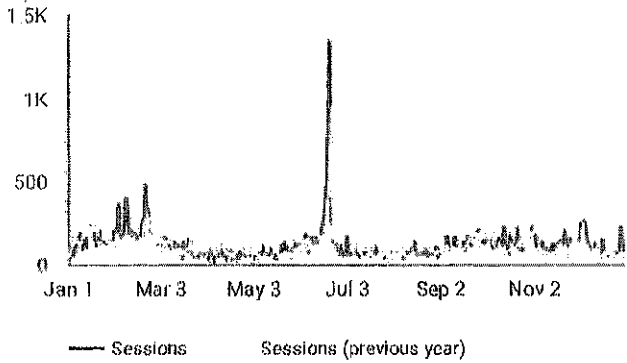
Bounce Rate

66.2%

↓ -2.3%

### How are site sessions trending?

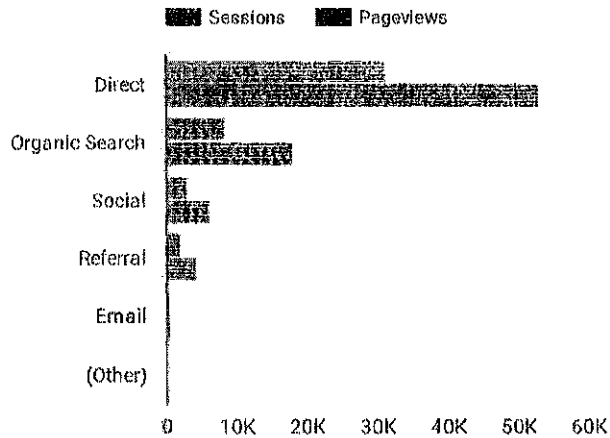
### What are the top countries by sessions?



1. United States 42,036

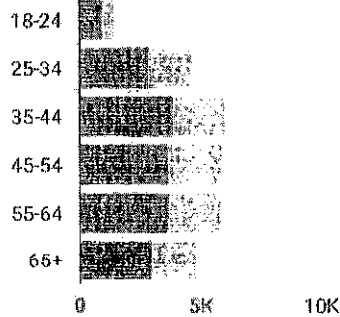
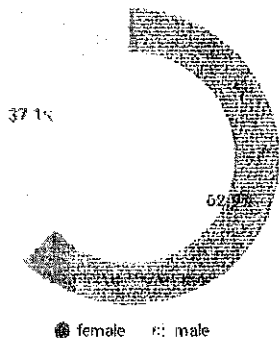
### Which channels are driving engagement?

Website Analytics Summary



Country	Sessions	Pageviews
1. United States	42,036	~80K
2. Canada	284	~1K
3. United Kingdom	238	~1K
4. India	188	~1K
5. South Korea	170	~1K
6. Australia	142	~1K
7. Mexico	131	~1K
8. Philippines	126	~1K
9. Japan	105	~1K
10. China	98	~1K
11. Germany	91	~1K
12. France	88	~1K
13. Spain	59	~1K
14. (not set)	52	~1K
15. Indonesia	48	~1K
16. Brazil	45	~1K
17. Argentina	41	~1K
18. Hong Kong	35	~1K
19. Italy	35	~1K
20. Netherlands	35	~1K

### Engagement by Age & Gender



FOR COMMISSION MEETING  
January 27, 2020

TO: CULTURAL ARTS COMMISSION

FROM: EVE RAPPOPORT, CULTURAL SERVICES MANAGER

SUBJECT: DISCUSSION OF REVISING CULTURAL ARTS COMMISSION  
MISSION STATEMENT

As was discussed at the November meeting of the Cultural Arts Commission, staff suggested a critical review of the Commission's Mission Statement to ascertain what is still relevant, and edit it so that it resonates with the work of the Commission as it is today. As attachments to this item, I have also included definitions of mission and vision statements, and provided a few examples from similar municipal programs and Commissions.

At your January meeting, we will discuss the following statements. From this discussion, staff will draft Mission and Vision statements for your review in February. The ultimate goal is to finalize these statements, and then have a joint meeting with the City Council as a follow up to our meeting last year.

There are two places on the City's website where the mission of the Torrance Cultural Arts Commission is defined. The first is on the Commission page, and reads as follows:

*The goals of the Cultural Arts Commission is to continue honoring Torrance citizens whose contributions to the arts are such that the City formally recognizes their achievements; to expand the utilization of the Cultural Arts Center by both touring and local artists, to broaden community awareness of the arts through work with PTAs and other citizen groups and organizations. The Cultural Arts Commission's long-range goals are to encourage and promote live cultural presentations for the citizens of Torrance and surrounding cities, and to continue cultural education through City conducted classes, in both the visual and performing arts.*

In the Torrance Municipal Code, the powers and duties of the Commission are defined as follows:

**13.15.7 POWERS AND DUTIES OF THE COMMISSION.**

*(Amended by O-3414)*

- a) *The Commission shall perform any duties assigned to it by other provisions of this Code.*
- b) *The Commission may make recommendations to the City Council on matters concerning cultural and fine arts within the community; including, but not limited to, the Torrance Cultural Arts Center.*
- c) *The Commission shall advise the City Council in any cultural or fine arts matters when so requested by the City Council. As appropriate, before making such recommendations or*

*rendering such advice, it shall seek input from the Torrance Cultural Arts Foundation, or other community-based arts organizations prior to reaching a final determination.*

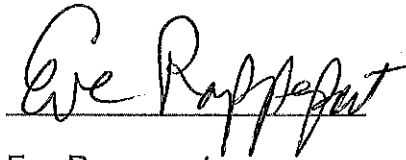
*d) The Commission shall make an annual report to the City Council of its activities for the previous year and shall make such other reports as it may deem necessary or proper.*

**13.15.8 RULES AND REGULATIONS.**

*The Commission shall establish such rules and regulations as it deems necessary for its government and for the faithful performance of its duties.*

Please review the attached documents, and think about what should be included in Mission and Vision statements for the Cultural Arts Commission.

Respectfully submitted,

A handwritten signature in cursive script that reads "Eve Rappoport". The signature is written in black ink and is positioned above a horizontal line.

Eve Rappoport  
Cultural Services Manager

Attachments:

- A. Core concepts (writing mission and vision statements)
- B. Mission and Vision Defined
- C. The Benefits of a Compelling Mission Statement
- D. Examples of Mission and Vision Statements from Municipal Arts Agencies
- E. Examples of Mission Statements from Non-Profit Organizations

BY PIET LEVY//STAFF WRITER  
 \*plevy@ama.org



## Mission vs. Vision

Mission and vision statements can help set the tone for business strategies in this new year, but what's the difference between the two and how do you write them? Read on.

You've been tasked with writing mission and vision statements for your company, but you have a problem: You have no clue what sets the two apart or what goes into writing statements that are both meaningful and effective. Never fear. *Marketing News* has rounded up tips from the experts to set you straight.

### Define the Terms

What's your purpose? What do you want to accomplish? The answers to those questions can be the basis for a mission and vision statement that together communicate a company's overall philosophy, and motivate and inspire employees, investors, business partners and customers, says Jeffrey Abrahams, the Oakland, Calif.-based author of *101 Mission Statements from Top Companies Plus Guidelines for Writing Your Own Mission Statements*.

Here's what sets the two statements apart: "A mission statement basically says who we are as a company and the vision statement says what we want to be in the future," Abrahams says. The mission statement defines the company's purpose, brand identity and business culture, as well as what it currently achieves, Abrahams says, while the vision statement should indicate what the company strives to be and aims to accomplish. "It's a blueprint for success," Abrahams says of the latter. "You need to map out where you're going and how you are going to get there."

These statements are about more than defining the obvious business goals. They are best used to motivate and inspire employees, customers, business partners and investors so that they know that they are contributing their time, effort and money not just to benefit a business's bottom line,

but to fulfill a greater purpose. "Statements that say, 'To be the best widget producer in the world,' or, 'To produce positive share to shareholders,' may serve the purpose of top executives, but they're not anything that resonates with employees and they probably won't resonate with target customers," Abrahams says. Therefore, mission and vision statements should have an optimistic, feel-good quality to them. "I like to think if one were to be reading the statement to one's mother, how would they respond? ... It sounds funny, but I've heard this from so many executives."

### Craft the Process

Because mission and vision statements tend to be marked by hazy phrasing and head-in-the-clouds thinking, it's important for you to call upon several internal constituents from multiple departments to participate in the brainstorming and writing process, leaving plenty of time for review, revision and testing so that you come up with statements that actually stand for something, Abrahams says. Workers from well outside the C-suite should be called in to contribute their points of view. Oftentimes, "these people talk to customers all day. They hear what is important to the customer," says Anthony Patete, a Sarasota, Fla.-based mentor at SCORE, a nonprofit small-business consultancy.

Establish a timetable and a deadline up front. Abrahams recommends meeting for no more than an hour at a time, ideally over a period of several weeks. "It forces people to economize and make the most of the time," he says. Then establish some ground rules and a protocol so that everybody has a chance to express his or her opinion.

The first meeting should address what the mission and vision statements should accomplish, who the primary audiences are

and ideally how long each statement should be. Gun for one sentence each, Abrahams recommends. "Some company mission statements go on way too long and try to be all-inclusive to appease everyone at the table," he says. "It really obfuscates the purpose of it to be useful and memorable."

During the brainstorming process, participants should take turns describing how the company impacts its customers, how its offerings fit into the marketplace, what the company's values are, and what they think the company's mission and vision are, Abrahams and Patete say. Next comes homework: Each participant should take a list of crucial keywords home and write out sample statements to share at the next meeting. Then the group can discuss the merits of certain statements or of combining phrases from different statements and come up with a list of five to 10 finalists, Abrahams says.

Participants then should share the finalists with their respective departments to get colleagues' opinions. Further group discussions and rounds of informal company surveys can help weed out the best candidates to choose the winner.

### Trumpet the Results

Host an internal launch event to promote the new statements to your fellow employees. "It gives it greater importance and credence," Abrahams says. And put your marketing skills to work to reinforce the mission and vision statements' messages. Be blatant about it: Post the statements on a sign in the lobby, in a hallway or inside an elevator. Work to convince your colleagues to embrace the statements' meanings so that those painstakingly worded sentences truly convey who you are as a company and what you're working to accomplish going forward. **m**

Need more guidance?  These mission and vision statements may inspire you.

 For more writing tips ranging from RFPs to research reports, visit this issue's online table of contents at [MarketingPower.com/marketingnews](http://MarketingPower.com/marketingnews).

COMPANY NAME	MISSION STATEMENT	VISION STATEMENT
Anheuser-Busch Companies Inc.	<ul style="list-style-type: none"> <li>• Be the world's beer company.</li> <li>• Enrich and entertain a global audience.</li> <li>• Deliver superior returns to our shareholders.</li> </ul>	Through all our products, services and relationships, we will add to life's enjoyment.
RadioShack Corp.	RadioShack's mission is to demystify technology in every neighborhood in America.	RadioShack is guided by its vision to be the most powerful one-stop shop to connect people with the wonders of modern technology.
Sara Lee Corp.	To simply delight you ... every day.	To be the first choice of consumers and customers around the world by bringing together innovative ideas, continuous process improvement and people who make things happen.
Steelcase Inc.	To provide a better work experience.	To understand the needs of users, facility managers, architects and designers, and dealers better than anyone else.
Tenet Healthcare Corp.	Tenet's name and logo reflect its core business philosophy—the importance of shared values between partners in providing a full spectrum of quality, cost-efficient healthcare.	Tenet will distinguish itself as a leader in redefining healthcare delivery, and will be recognized for the passion of its people and partners in providing quality, innovative care to the patients it serves in each community.

Source: Jeffrey Abrahams, *101 Mission Statements from Top Companies*

## **Mission and Vision Defined**

Mission statements have three main components

- A statement of mission or vision of the company;
- A statement of the core values that shape the acts and behavior of the employees;
- A statement of the goals and objectives.

## **Features of a Mission Statement**

- Mission must be feasible and attainable. It should be possible to achieve it.
- Mission should be clear enough so that any action can be taken.
- It should be inspiring for the management, staff and society at large.
- It should be precise enough, i.e., it should be neither too broad nor too narrow.
- It should be unique and distinctive to leave an impact in everyone's mind.
- It should be analytical, i.e., it should analyze the key components of the strategy.
- It should be credible, i.e., all stakeholders should be able to believe it.

**Vision Statements** - Identify where the organization wants or intends to be in future or where it should be to best meet the needs of the stakeholders. It describes dreams and aspirations for future. For instance, Microsoft's vision is "to empower people through great software, any time, any place, or any device." Wal-Mart's vision is to become worldwide leader in retailing. In order to realize the vision, it must be deeply instilled in the organization, being owned and shared by everyone involved in the organization.

A vision is the potential to view things ahead of themselves. It answers the question "where we want to be". It gives us a reminder about what we attempt to develop. *A vision statement is for the organization and its members, unlike the mission statement which is for the customers/clients.* It contributes in effective decision making as well as effective business planning. It incorporates a shared understanding about the nature and aim of the organization and utilizes this understanding to direct and guide the organization towards a better purpose. It describes that on achieving the mission, how the organizational future would appear to be.

## **Features of an Effective Vision Statement:**

- It must be unambiguous.
- It must be clear.
- It must harmonize with organization's culture and values.
- The dreams and aspirations must be rational/realistic.
- Vision statements should be shorter so that they are easier to memorize.

THE BENEFITS OF A COMPELLING MISSION STATEMENT

**It focuses your energy and clarifies your purpose** - Writing a mission statement forces you to figure out precisely what your nonprofit does. You'll have to answer several questions. For instance, whom will you serve? Where are you doing your work? What specifically do you do and, maybe, even more important, what are the things you don't want to do? A narrow focus helps avoid mission creep.

**It motivates board, staff, volunteers, and donors** - A mission statement is not just for internal use or to submit to the IRS for tax-exempt status. It helps attract new people and more resources to your cause. Make your mission statement compelling as well as clear. It will be your best public relations tool.

**It helps to get IRS approval as a tax-exempt organization** - If you plan to apply for tax-exempt status, 501(c)(3), or some other IRS classification, the IRS will use your mission statement to determine if your organization matches its requirements.

6 WAYS TO WRITE A MISSION STATEMENT THAT IS MEMORABLE, NOT BORING

**Bring in many perspectives** - Get lots of input from the community you plan to serve, as well as from your board, staff, and volunteers. Inclusion develops a broad base of support. You can get this input through meetings, surveys, or phone calls. Ask people what they think about the services you plan to offer.

**Allow enough time** - Time spent now will pay off later. So don't rush the process. Reflect on the information you gather, write the first draft, and let everyone read it and suggest changes.

**Be open to new ideas** - Opinions from lots of people are especially important for a charity's founders. You may have had tunnel vision while getting your organization set up, but now it is time to get a fresh perspective so you can avoid founder's syndrome. Stay open to different interpretations of what you should be doing and how to accomplish your goals. Use brainstorming techniques to encourage lots of ideas. You can winnow them down later.

**Write short and only what you need** - The best mission statements are brief and state the obvious. Your statement's length and complexity depend on what your organization wants to do but keep it as short as possible.

**Get help from a professional writer** - A well-written mission statement can be the foundation for your organization's marketing and branding program. Consequently, it should not be written just for managers and insiders. Get help writing a statement that appeals to a broad audience. For instance, a good writer can help you avoid jargon and

stilted language. The goal should be a mission statement that you are proud to display and that everyone understands.

**Review your mission statement frequently** - The American Heart Association, for instance, reviews its mission statement every third year, but they change it only every few decades. Cass Wheeler, a long-time CEO of the American Heart Association, says in his book, *You've Gotta Have Heart*, "The environment changes and the organization changes, so a periodic review is important to ensure that there is an alignment of purpose and reality."

### **5 THINGS TO AVOID IN A MISSION STATEMENT**

- Jargon that only professionals in your field understand.
- Stilted, formal language.
- Passive voice (passive: "XYZ is an organization that helps women achieve independence"; active: "XYZ helps women achieve independence.")
- A focus on your organization, rather than the people it serves.
- Generalities, such as "saving the world" or "eradicating poverty."

Never cut corners when it comes to your mission. It is worth the time and attention you lavish on it.

Writing a mission statement could be the toughest writing assignment you ever take on, but the result can provide the foundation for all of your communications.

**Examples of Mission, Vision, and Values Statements  
From Municipal Arts Agencies**

**1. LOS ANGELES COUNTY DEPARTMENT OF ARTS AND CULTURE**

**OUR MISSION** - To advance arts, culture, and creativity throughout Los Angeles County.

**OUR VISION** - We envision a region in which arts, culture, and creativity are integral to every aspect of civic life for all people and communities.

**OUR VALUES**

- **Collaboration** - We value the knowledge and contributions of diverse stakeholders and partners, and the unique ability of arts, culture, and creativity to bridge people and communities.
- **Creative Expression** - Arts, culture, and creativity are an essential part of free expression, artistry, and cultural practice.
- **Economic Vitality** - Arts, culture, and creativity are a significant driver of economic opportunity and shared prosperity.
- **Education** - Arts, culture, and creativity are fundamental to human development and lifelong learning.
- **Equity, Diversity, Access and Inclusion** - We value equity and an inclusive diversity of thought, practices, and experiences, with avenues for every voice to be heard.
- **Innovation** - We value curiosity, continuous improvement, and the pursuit of new ideas.
- **Integrity** - We value high-quality public service, transparency, accountability, and the responsible administration of public funds.
- **Research and Evaluation** - We value decisions based on facts and data, utilizing research and evaluation to set priorities and inform the field.
- **Social Impact** - We value the health and well-being of communities, and arts, culture, and creativity as a catalyst for positive social change.
- **Stewardship** - We value the care of collections, the role of art in civic spaces, and the preservation of cultural works, old and new.

**OUR WORK** - We further our mission by investing in LA County's cultural life. Our charge is to develop comprehensive programs and policies related to arts and culture throughout the County, and foster cultural equity and inclusion for all. We provide leadership, services, and support in areas including grants and technical assistance for nonprofit organizations, countywide arts education initiatives, commissioning and care for civic art collections,



research and evaluation, career pathways in the creative economy, professional development, free community programs, and cross sector strategies that address civic issues.

This work is framed by the vision and guiding principles of the Cultural Equity and Inclusion Initiative and our longstanding commitment to fostering access to the arts in the service of all people and communities of LA County.

## 2. PASADENA CULTURAL NEXUS (Cultural Plan)

The Cultural Nexus Plan incorporates arts, culture and the humanities into the planning processes of Pasadena as a guide for its economic and social development.

Principles:

**Participation** - Increase participation in Pasadena's rich and diverse cultural life

**Economic Growth** - Leverage Pasadena's cultural assets for economic growth

**Cultural Identity** - Communicate Pasadena's unique cultural identity to the region and the world.

**Dynamic Support System** - Ensure a sustainable "cultural ecosystem."

## 3. SANTA MONICA ARTS COMMISSION

Art is a critical component of life in Santa Monica. And we always need more art. The Santa Monica Arts Commission is an 11-member advisory body appointed by the City Council, whose goal is to encourage the flow of art into the City.

Santa Monica Cultural Affairs (SMCA) connects people to art. We do that by distributing grants that support local arts organizations, schools and artists. We create and promote art experiences. We steward and grow the City's notable public art collection. And we work with and for the communities of Santa Monica to leverage the power of art for change.

## 4. MANHATTAN BEACH

The Cultural Arts Commission serves in an advisory capacity to the City Council and is responsible for developing a master plan for cultural arts in the City, encouraging and supporting art education programs in the community and schools, participating in the Arts in Public Places selection process, and assisting in the Art in Civic Spaces Program. The Commission consists of five (5) members: one (1) artist representative, one (1) from the business and development community, and three (3) at-large members.

The Cultural Arts Division develops and presents artistic and educational programs and exhibitions that directly relate to the contemporary urban life of its constituents, while maintaining the highest standards of professional, intellectual, and ethical responsibility. It seeks to create connections among artists, cultural organizations, community groups, businesses, visitors and residents that sustain and promote a thriving, diverse, creative

city. This mission is grounded in a belief that learning about the arts is integral to human development and continual personal growth.

## **5. RIVERSIDE ARTS AND CULTURAL AFFAIRS**

In Fiscal Year 2005-2006, the City Council formed the new Arts & Cultural Affairs division for the purpose of advancing the Mayor and City Council's vision to make Riverside the identified center for arts, culture, education and entertainment in the Inland Empire.

### **Key Objectives:**

1. Enhance the quality of life for residents of and visitors to the City of Riverside
2. Help build a strong local economy through arts and culture

### ***Responsible For:***

1. Planning, developing, and overseeing City of Riverside arts programs and cultural activities.
2. Developing and managing the City's arts policy, grants, and sponsorships.
3. Serving as the City's arts and cultural affairs representative with local, county, and state arts agencies, local arts ad-hoc coalitions, corporations, civic groups, and artists.
4. Providing guidance to community partner organizations to promote a cohesive and sophisticated artistic and cultural environment.
5. Promoting the City's participation in arts and cultural affairs programs locally, regionally, statewide, nationally and internationally
6. Producing or assisting with City-wide Special Events.
7. Coordinating City-wide Special Event permits.
8. Negotiating and managing contracts for the City's arts and cultural facilities, including the Fox Performing Arts Center, the Municipal Auditorium, the Visitors Center, and the Riverside Convention Center.
9. Overseeing City-wide filming rights, productions, and revenue-generation.

## **6. AMERICANS FOR THE ARTS: (National Arts Service Organization)**

Our mission is to build recognition and support for the extraordinary and dynamic value of the arts and to lead, serve, and advance the diverse networks of organizations and individuals who cultivate the arts in America. Connecting your best ideas and leaders from the arts, communities, and business, together we can work to ensure that every American has access to the transformative power of the arts.

**Example of Mission Statements from Non-Profit Organizations**

**1. CHARITY: WATER**

**Mission Statement**

charity:water is a nonprofit organization bringing clean and safe drinking water to people in developing nations.

**What We Love About It:**

charity:water wastes no time getting to the heart of their cause in their mission statement. In just a few words, the nonprofit explains their mission in terms anyone can understand. The simplicity of charity: water's mission statement could even be seen as a parallel to their straightforward mission of providing clean drinking water to those who need it.

**2. TEAM RUBICON**

**Mission Statement:**

Team Rubicon unites the skills and experiences of military veterans with first responders to rapidly deploy emergency response teams.

**What We Love About It:**

In one sentence, Team Rubicon defines and details their purpose and services. The key word "rapidly" is a fine touch. With just one word, the organization clarifies its mission to provide aid immediately after a disaster occurs.

**3. HEIFER INTERNATIONAL**

**Mission Statement:**

Heifer International works with communities to increase income, improve child nutrition, care for the Earth, and ultimately end world hunger and poverty.

**What We Love About It:**

The phrase "works with communities" brings focus to Heifer's method to eradicate hunger and poverty worldwide. It focuses on Heifer's goal to help communities become self-sufficient and engage in sustainable agriculture and commerce.

#### **4. WATTS OF LOVE**

##### **Mission Statement:**

Watts of Love is a global solar lighting nonprofit bringing people the power to raise themselves out of the darkness of poverty.

##### **What We Love About it:**

Watts of Love's mission statement doesn't fail to inspire. This powerful sentence communicates the organization's purpose, the people it serves, and the solution it offers. The wording is concise, memorable, and inspiring.

#### **5. VS. CANCER**

##### **Mission Statement:**

Vs. Cancer empowers any sports team, any athlete and any community to help kids with cancer. As a signature fundraising campaign of the Pediatric Brain Tumor Foundation, proceeds help fund child life programs in local hospitals and lifesaving pediatric brain tumor research.

##### **What We Love About It:**

As brief as they are, great nonprofit mission statements also get essential facts across. Here, Vs. Cancer is very clear about how they intend to move the needle for the cause: by partnering with athletic teams to fund pediatric brain tumor research.

TO: CULTURAL ARTS COMMISSION  
FROM: EVE RAPPOPORT, CULTURAL SERVICES MANAGER  
SUBJECT: CULTURAL SERVICES DIVISION REPORT – NOVEMBER/DECEMBER 2019

**Michael Field, Cultural Services Senior Supervisor**

**Torrance Sister City Association** – Held a financial planning meeting in lieu of a monthly association meeting to set the budget for the new incoming board that gets installed in January. Applications are being accepted from Torrance area high school students for next year's cultural exchange program. To date, they have fourteen applicants to fill eight slots. Interviews will begin January 18, just after the Alumni Celebration scheduled for January 11.

**Torrance Rose Float Association** – Their monthly meeting was held on December 3. In addition to preparing for decorating week at the end of the month, the TRFA board is excited for the upcoming Celebration Dinner on February 1. The Celebration Dinner will celebrate all who contributed to this year's Rose Float, "Our Garden of Hope and Dreams." I worked with TRFA leadership in coordinating another successful Official's Night on Dec. 28, where 97 City Officials enjoyed a perusal of all of this year's floats built by Fiesta Parade Floats. The Float went on to win the Princess Award for Most outstanding floral presentation among entries 35 feet and under in length.

**Cherry Blossom Festival**

The initial event organizer application has been submitted and the check will be ready to submit early in the New Year. Applications are in the process of being updated on the website next month. Initial save the date email reminders have been sent out to all of the food vendors, and staff has met with community stakeholders.

**Palos Verdes Symphonic Band**

Met with Music Director Christine Hayes about the prospect of having the Palos Verdes Symphonic Band put on a concert on Sunday, June 21 (Father's Day). From 3 – 5p.m. More details to follow when we have a logistics meeting early next year.

**Joyce Bell, Cultural Services Senior Supervisor**

**Administration** – The annual Cultural Arts Center facility maintenance began in December. Every year General Services closes the facility for a three week period for cleaning and repairs. Cultural Services staff use this time to clean and organize our supplies and storage closets. The time is also used to plan logistics for the upcoming year.

The annual class market rate study was updated in December. Each year we analyze class fees of other municipalities in our surrounding communities to see if the prices we are charging are

in line with what others are charging. The city contracted with Wildan Financial Services in 2010 to complete the first study. Since then staff have been updated the study each December.

First and second quarter contractor reviews were submitted for our class contract instructors. Every quarter staff complete a review of the contractor's performance to ensure that if there are problems, they are identified, documented, addressed and corrected.

**Classes** –The first draft of the summer 2020 seasons guide was submitted in December. Staff began discussions with a potential contractor to teach one-day jewelry workshops. The workshops will focus introducing students the basics of Art Silver Clay.

**Charter Clubs** – The Torrance Aikido Club, The Torrance Fencing Club, The Torrance Kendo Charter Club, and The Torrance Naginata Charter Club all held their regular practices in December at the Cultural Arts Center. The groups meet weekly at the center.

### **Michelle Pinedo-Visual Arts Supervisor-Visual Arts Classes**

**Visual Arts Classes** –Resident & non-resident registration is open for winter 2020 classes that start the week of January 12.

**Torrance Seasons Social Media pages-** The Torrance Seasons **Facebook page** gained 8 followers in December for a total of 767. We used the Facebook page to promote Cultural Services workshops and classes. As of the end of December, the torranceseasons **Instagram page** had 221 followers. A link to the City of Torrance registration page is included in the bio.

**Torrance Dance and Drill Team** –Recruitment continued to fill the Director and Assistant Director positions for the Torrance Dance and Drill Team. Staff are optimistic that we will be able to fill the vacancies and begin the program some time in February.

**Artist Charter Clubs** –The Torrance Artists' Guild had their general meeting on December 10 at the Ken Miller Auditorium.

### **Nico Clifton, Performing Arts Program Coordinator**

The last remaining fall classes finished in early December. Non-resident registration for the winter 2020 session opened on December 3. Enrollment numbers have been steady throughout registration.

The first draft of the summer 2020 Seasons was submitted on December 17. The focus for summer is adding more fitness classes that are different from Zumba and step classes. Job bulletins are being created to recruit new fitness and dance instructors.

### **Gia Inferrera, Performing Arts Coordinator**

**Torrance Theatre Company** - In November/December the TTC presented *Living on Love*, written by award-winning playwright Joe DiPietro, and is based on the play *Peccadillo* by Garson Kanin. The performances went well and received excellent reviews from Broadway World. Auditions were held, and rehearsals began for the first show of 2020, *Black Comedy* by Peter Shaffer. The show is directed by Gary Kresca, and features a cast of eight actors from all over

Southern California. The show opens on January 18, 2020. Performances are Thursdays at 7 pm, Fridays and Saturdays at 8 pm, and Sundays at 2 pm, with additional shows on select Saturdays at 2 pm. General admission seating is \$30 and available online at [TorranceTheatreCompany.com](http://TorranceTheatreCompany.com) or (424) 243-6882.

The Torrance Civic Chorale presented their annual December concert at the Armstrong Theatre on December 13 and 14. The concert featured the debut of our new Artistic Director, Dr. Ben Johns. The concert titled *A Joyful Sound* featured holiday music from Mexico, Canada, and the United States. The concerts were very well-received by the audiences, especially the sing-along portion of the concert.

### **Max Presneill, TAM Curator**

**Torrance Art Museum** - November – TAM conducted Preparator interviews (the people who actually install the great art exhibitions at TAM) and we welcome Noel Madrid and Brian Aquino to the TAM team.

The SUR Biennial ended on Saturday, November 16. This marks the 10<sup>th</sup> Anniversary of this project.

Our visitor numbers for that were: 1132 over 41 days, with 59 coming from our children's program, Stories in Art.

In December – our Forum Mentorship program exhibition for 2019 opened on Saturday, December 7. A short show of only 2 weeks it saw 538 (over 11 days) people attend.

### **Joyce Chan, Farmers' Market Manager**

**Farmers' Market** - The month of November and December, 2019 was a busy time at the Farmers' Market. We enjoyed the lead up to the Thanksgiving holiday, with the farm stands full of produce, and the market full of shoppers.

The farmers' market had baby lettuces, fresh herbs, butternut squash, pumpkins, kabocha squash, potatoes, sweet potatoes, radishes, and the last of the tomatoes. Cabbage and broccoli are now in abundance, green and purple in color. Citrus is now in full force, and the cocktail grapefruits from Stehly Farms are incredibly sweet, juicy and delicious! We are seeing navel oranges, cocktail and oro blanco grapefruits, pomelos, kale, mixed lettuces, cauliflower, beets, chard, etc.

The market held two holiday cooking demos. Palos Verdes School Gardens Chef Robin came to show customers how to cook Holiday side dishes using Farmers' Market produce. Some of her dishes included beef with mushrooms, pomegranates with citrus and yogurt, kale and pumpkin salad. Very delicious!

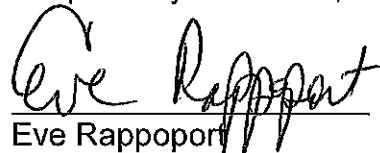
Biker Santa visited the market in December. Biker Santa was busy taking pictures with the market children, and Elf Mary was there to hand out candy canes.

**Groups who participated in the Market in November and December :**

- Bone T Fitness
- Patty Button
- DoTerra
- League of Women Voters
- Pommereneck Chiropractic
- Juice Plus
- SB Women's Federated
- Vegan Outreach
- Nazila
- AMI
- SB for Bernie
- District One Toastmasters
- Torrance Adult School
- USSD

**Community Gardens** The Community Gardens' activity has slowed over the holidays. Community Gardens staff is focused on weeding the public areas and enforcement.

Respectfully submitted,



Eve Rappoport  
Cultural Services Manager



**TORRANCE CERTIFIED FARMERS' MARKET  
MONTHLY REPORT**

Joyce Chan, Market Manager

<b>TUESDAY MARKET November</b>	<b>2018-2019 (4 Market Days)</b>	<b>2019-2020 (4 Market Days)</b>
FARMERS' GROSS SALES	\$117,119.52	\$113,436.00
FARMERS' FEES TO CITY (7%)	\$8,198.36	\$7,954.52
NON-AGRICULTURAL GROSS SALES	\$68,514.85	\$75,417.00
NON-AGRICULTURAL FEES TO CITY (12%)	\$8,221.78	\$9,050.04
PROMOTIONAL REVENUE TO CITY	\$19.00	\$106.00
AVERAGE ATTENDANCE	4,685	4,537
AVERAGE NUMBER OF FARMERS	44	41
<b>TUESDAY REVENUE TOTAL</b>	<b>\$16,439.14</b>	<b>\$17,110.56</b>

<b>SATURDAY MARKET November</b>	<b>2018-2019 (4 Market Days)</b>	<b>2019-2020 (5 Market Days)</b>
FARMERS' GROSS SALES	\$ 244,185.28	\$ 322,009.81
FARMERS' FEES TO CITY (7%)	\$ 17,092.98	\$ 22,540.68
NON-AGRICULTURAL GROSS SALES	\$ 157,967.50	\$ 193,739.80
NON-AGRICULTURAL FEES TO CITY (12%)	\$ 18,956.09	\$ 25,248.78
PROMOTIONAL REVENUE TO CITY	\$ 40.00	\$ 146.00
AVERAGE ATTENDANCE	9,767	12,880
AVERAGE NUMBER OF FARMERS	51	58
<b>SATURDAY REVENUE TOTAL</b>	<b>\$ 36,089.07</b>	<b>\$ 47,789.46</b>
<b>TOTAL MONTHLY PROGRAM REVENUE</b>	<b>\$52,528.21</b>	<b>\$64,900.02</b>
<b>FISCAL YEAR PROGRAM REVENUE TO DATE</b>	<b>\$280,936.35</b>	<b>\$313,476.10</b>

**TORRANCE CERTIFIED FARMERS' MARKET  
MONTHLY REPORT**

Joyce Chan, Market Manager

<b>TUESDAY MARKET December</b>	<b>2018-2019 (4 Market Days)</b>	<b>2019-2020 (4 Market Days)</b>
FARMERS' GROSS SALES	\$71,233.00	\$78,535.00
FARMERS' FEES TO CITY (7%)	\$4,986.31	\$5,459.65
NON-AGRICULTURAL GROSS SALES	\$49,989.80	\$60,886.46
NON-AGRICULTURAL FEES TO CITY (12%)	\$5,998.78	\$7,306.38
PROMOTIONAL REVENUE TO CITY	\$500.00	\$36.00
AVERAGE ATTENDANCE	2,849	3,141
AVERAGE NUMBER OF FARMERS	42	36
<b>TUESDAY REVENUE TOTAL</b>	<b>\$11,485.09</b>	<b>\$12,802.03</b>
<b>SATURDAY MARKET December</b>	<b>2018-2019 (5 Market Days)</b>	<b>2019-2020 (4 Market Days)</b>
FARMERS' GROSS SALES	\$ 290,372.16	\$ 223,424.41
FARMERS' FEES TO CITY (7%)	\$ 20,326.06	\$ 15,641.82
NON-AGRICULTURAL GROSS SALES	\$ 181,795.76	\$ 134,340.65
NON-AGRICULTURAL FEES TO CITY (12%)	\$ 21,815.49	\$ 16,120.90
PROMOTIONAL REVENUE TO CITY	\$ 526.00	\$ 110.00
AVERAGE ATTENDANCE	11,615	8,937
AVERAGE NUMBER OF FARMERS	53	57
<b>SATURDAY REVENUE TOTAL</b>	<b>\$ 42,667.55</b>	<b>\$ 31,762.72</b>
<b>TOTAL MONTHLY PROGRAM REVENUE</b>	<b>\$54,152.64</b>	<b>\$44,564.75</b>
<b>FISCAL YEAR PROGRAM REVENUE TO DATE</b>	<b>\$335,088.99</b>	<b>\$358,040.85</b>