

# City of Torrance

## City Council's Pledge

The Torrance City Council pledges to create an environment in which the City's Vision, Mission and Values will flourish. The City Council acknowledges its role in the Strategic Plan is to encourage and nurture the ideals, hopes and dreams that are incorporated within this document.

The Council appreciates and commends the tremendous community involvement and time commitment to bring this document to life. It pledges that the Plan will be a living, changing and evolving vision for the community.



### City Council

Mayor Frank Scotto

Tom Brewer

Pat Furey

Susan Rhilinger

Gene Barnett

Cliff Numark

Bill Sutherland

### City Clerk

Sue Herbers

### City Treasurer

Linda Barnett

### City Manager

LeRoy J. Jackson



# Table of Contents

<b>1</b>	Executive Summary	<b>35</b>	Infrastructure
<b>5</b>	Implementation Plan	<b>39</b>	Reliable Revenue Base and Effective Asset Management
<b>7</b>	2008 Plan Update: the changes	<b>43</b>	Responsive, Accountable and Cost Effective Government
<b>11</b>	Citizen Preamble and Mission Statement	<b>47</b>	Safe and Secure Community
<b>13</b>	Vision and Values	<b>51</b>	Stewardship of the Environment
<b>15</b>	Appearance, Character and Quality of the Community	<b>57</b>	Traffic and Transportation
<b>19</b>	Communication and Civic Involvement		Appendix
<b>23</b>	Economic Development	<b>61</b>	Acknowledgements
<b>29</b>	Education, Diversity and Enrichment	<b>71</b>	Summary of Public Input





# Executive Summary

## *Overview and History*

Strategic planning is a process for anticipating the future, seeking input from the community, and creating a common vision. In 1994, the Torrance City Council initiated action in order to develop clear direction for the City based upon the realities we had experienced and could anticipate, as well as the hopes, aspirations and best judgment of the community's residents, businesses, and employees. This process resulted in our first Strategic Plan, adopted in 1996.

The first Plan was formulated making use of data gathered in the community, including individual interviews conducted with a number of community members, statistically valid phone surveys of both the business and residential communities, and a number of focus groups with various segments of the community. In addition, an environmental scan of the City was prepared, which looked at both internal and external factors that could have an effect on the City and its operations. The data that was gathered was then given to a committee comprised of homeowner representatives, representatives of the senior and youth communities, the school district, representatives of large and small businesses, City Council members, and a mix of City employees, including the City Manager, Department Heads and Employee Group representatives. Using the data as a basis, the first Strategic Plan Committee formulated the Vision, Values, and Citizens' Preamble statements, and Strategic Plan Priorities, goals and sub-goals. This Committee forwarded the document to the City Council where it was adopted.

The initial Plan was followed by an update in 1999, using the process established in the formulation of the first Plan. After careful review of the data and the existing plan, it was the assessment of the Committee that the Plan as originally formulated still met the needs of the Community and accurately reflected the information found in the updated data. Therefore, the updated Plan included fine tuning of the existing plan without any major changes.

The largest change in the 1999 update was the timing of the Plan update cycle. Rather than an automatic three year update cycle, the 1999 Plan called for an environmental scan and phone survey every three years with the results forwarded to the City Council for their review and consideration. If the data indicated no need for a full scale revision at the three-year interval, the next full revision would then take place at the five year mark.

## ***The Current Update Process***

In 2007, after a hiatus of several years, the City Council took steps to initiate a review and renewal of the 1999 Strategic Plan. A Strategic Plan Update Committee was created and was provided with a current survey, an environmental scan, and focus group data, and charged with the following objectives:

- Review the Strategic Priorities to be sure they are current and revise them if necessary;
- Identify emerging Strategic Priorities;
- Review the Goals and Sub goals, and revise them if necessary; and
- Forward an updated Plan to the City Council for review and approval.

The composition of the Committee was changed for this renewal to include representatives of the Community only, with no employee or Council members. The sixteen member committee was comprised of the following:

- Small business representative
- Large business representative
- Four homeowner association representatives
- Youth Council representative
- Torrance Unified School District representative
- Council on Aging representative
- Seven at-large members appointed by Mayor and Council

Other than the Council and Mayor appointed at-large members, all members were appointed by the groups they represented.

As the data gathering was organized, public input was highly emphasized, as the Plan would only be as good as the depth and breadth of community participation. Therefore, careful effort was made in the selection, creation, and implementation of public input and data gathering methods in order to be as broad and inclusive as possible. The methods employed included:

- A statistically valid phone survey of the residential community.
- A statistically valid phone survey of the business community.
- 13 facilitated interviews with focus groups representing a broad spectrum of community interests.
- A professionally prepared environmental scan of the community.

(Detailed descriptions of each of the methods used are contained in the appendices.)

The Strategic Plan Committee began meeting weekly in January 2008 to review the data and analyze the City's strengths, weaknesses, opportunities and threats based on the information received from the community. The Committee applied their knowledge and insight to determine whether the 1999 Strategic Plan continued to be responsive to the community's needs. After over 50 hours of intense work in reviewing data, and carefully, and thoughtfully working through the elements of the Strategic Plan, the Committee took the following actions:

- Created a new Strategic Priority entitled "Stewardship of the Environment" based on findings in the new data.
- Determined that the existing Strategic Priorities as revised in 1999 continue to be valid and responsive to the needs, desires and wishes of the community.
- Added new goals specifically addressing Education and Ethnic Diversity to reflect the importance of these two areas in the data.
- Made modest additions, deletions and language changes to the Goals and Subgoals to reflect progress on implementation and changes in emphasis expressed by the community.

The Committee put great effort into discussing, defining and refining the Vision and Values Statements to more accurately capture the current voice of the community; these changes are reflected in the 2008 Strategic Plan.

Throughout the update process, the Committee reflected upon and felt the need to emphasize the regular review and renewal of the Strategic Plan, based on the schedule set forth in the 1999 Strategic Plan: a three year "check up" via use of phone surveys and environmental scan, followed by either a three-year renewal if warranted by the data, or a five-year mandatory renewal. The Committee felt very strongly that this schedule should be adhered to and that the Strategic Plan should provide an integral focus for the operation of the City.

### ***Components of the Plan***

The **Torrance Vision** drives the Strategic Plan. The Vision describes the community achieving its full potential and reflects the high ideals identified by the community as it looks to the future.

The **Values** statement describes the key attributes that are most important to individuals, the community and the City. The Values strengthen the Strategic Plan by setting forth positive attitudes and behaviors by which to live and govern.

The **Citizens' Preamble** states the community's commitment and responsibility in making the Vision become a reality. The community's significant involvement in

developing the Plan and its commitment to achieving the Vision are critical to the success of the Strategic Plan.

The **Mission Statement** expresses the City government's purpose and describes its role, responsibility and commitment in carrying out the Plan to assure the realization of the community's Vision.

The **Strategic Priorities** identify those issues that are important for the community to address over the next ten years. Through the data gathered for this project, the following are key areas which the community and City consider extremely important in achieving the Vision.

There is no defined order of importance for these Strategic Priorities; all are important to the community, all build upon each other, and all are inextricably interrelated:

- Appearance, Character and Quality of the Community
- Communication and Civic Involvement
- Economic Development
- Education, Diversity and Enrichment
- Infrastructure
- Reliable Revenue Base and Effective Asset Management
- Responsive, Accountable and CostEffective Government
- Safe and Secure Community
- Stewardship of the Environment
- Traffic and Transportation

**Goals** state what the community desires to accomplish or become over the next several years in relation to a particular Strategic Priority. Goals provide the basis for decisions about the nature, scope and priority of the projects and activities to be taken to achieve the Vision.

**Subgoals** serve to further define the Goals by identifying specific areas and ends that must be met for attaining the Goals.

The Goals are seen as comprehensive and give shape and substance to each Strategic Priority. The Subgoals are not intended to be comprehensive but further refine and define the Goals, and provide additional direction for the creation of an effective Implementation Program.

These combined components comprise an effective strategic pathway for Torrance. One should not lose sight, however, that this Plan is, in fact, strategic in nature. Attention must be paid to the implementation program in order to have confidence that the Vision will become reality.



## ***Implementation of the Strategic Plan***

The Torrance Strategic Plan identifies and defines Strategic Priorities, and includes corresponding Goals and Subgoals to direct future actions by the City government and the community to achieve the Vision of the Plan. The Goals are the heart of this Strategic Plan, because they describe the end result toward which all efforts are directed. The Subgoals, although not an exhaustive list in this Plan, further define the direction provided by the Goals. Together, they provide the basis for future decisions about the nature, scope and priority of implementing actions which are necessary to carry out the Strategic Plan. Goals and Subgoals by themselves, however, are not implementing actions. Therefore, an **Implementation Program** was developed and approved by the City Council subsequent to adoption of the initial Torrance Strategic Plan in 1996. The Implementation Program delineates the specific actions to be taken by the Torrance government to achieve the Vision, Goals, and Subgoals of the Strategic Plan.

The Strategic Plan is a dynamic document, not a static one. Once adopted, the Implementation Program provides for a periodic update to ensure that it continues to reflect the vision, goals, and aspirations of the community. Members of the 2008 Strategic plan Committee felt that the regular updating of the Strategic Plan was vital, and that the Implementation Plan, and especially the update cycle, needed greater emphasis in this revision of the Plan. For that reason, the Committee decided to move the Implementation Plan to the beginning of the document, so that a reading of the document would be done with the Implementation Plan in mind.

The Implementation Program for the Strategic Plan includes the following components: an **Action Plan**; an **Annual Review and Update of the Action Plan**; and a **Three-Year Update Cycle** for the Strategic Plan. The first two components will be completed in conjunction with the regular budget review process, while the actual updating of the Plan will be conducted as a separate process. The components are described as follows:

- An **Action Plan**, to be prepared by the City Manager and forwarded to the City Council for review and approval. The Action Plan is embodied in the City Budget, and each budget revision includes consideration of the following elements:
  - ✓ Review of revisions to the Priorities, Goals and Subgoals;
  - ✓ Review and evaluation of existing City programs to determine if they are compatible with and further the Goals of the Strategic Plan;
  - ✓ Recommended changes to, or elimination of, existing City programs that are incompatible with the Strategic Plan;

Creation of new City programs that are needed in order to carry out the Strategic Plan. (This should include review of the input received from the community during the datagathering and public input phase of the Strategic

- ✓ Plan that may have been too specific to be included in the Strategic Plan, but must be seriously considered in the formulation of new City efforts.);
  - ✓ Monitoring of the health and viability of the existing Strategic Plan for impacts that may require update of the Strategic Plan prior to the regularly scheduled ThreeYear review;
  - ✓ A communications and outreach element for public and employee input;
  - ✓ Measurement devices that are applicable to all City efforts; and
  - ✓ A specific time table for accomplishment of the Action Plan elements.
- An **Annual Review and Update of the Action Plan**, to be transmitted to the City Council and the community. As with the Action Plan, the Annual Review and Update will also be embodied in the City Budget and will take place as a part of the regular budget review process. The review and update will include consideration of:
- ✓ Progress of the Action Plan compared with the Vision and Goals of the Strategic Plan;
  - ✓ New information that may affect implementation of the Action Plan;
  - ✓ Identification of possible impacts on the community that may require changes to existing Strategic Priorities or the creation of new Strategic Priorities.

In addition, the Review and Update of the Action Plan will be presented in a City Council workshop in order to provide the Council an opportunity to receive public and employee input and to facilitate continued stakeholder participation. It will be completed in time to correspond with the mid-year review process, prior to budget preparation.

- A **ThreeYear Update Cycle** for the Strategic Plan to consist of an environmental scan and statistically valid telephone surveys of the business and residential communities. The results are to be forwarded to the City Council for consideration. Council will then evaluate the need for a complete revision process. If the data indicates no need for a complete revision at any of the threeyear intervals, a mandatory revision will occur every five years.

The Strategic Plan revision update will be conducted under the auspices of an appointed committee composed of members as determined by the City Council. The committee members will be charged with the following responsibilities:

- ✓ Review the information collected for the update;
- ✓ Review the Strategic Priorities to be sure they are current and revise them if necessary;
- ✓ Identify emerging Strategic Priorities;
- ✓ Review the Goals and Subgoals, and revise them if necessary; and
- ✓ Continue the review cycle so that the City of Torrance always has a current Strategic Plan.

Once completed, the updated Plan is submitted to Council for review and approval.



## ***2008 Strategic Plan Update: The Changes***

### **Torrance Vision**

Minor changes were made to emphasize diversity, balance, character of the community and environmental issues.

### **Values**

Values statements were “action-ized” with verbs to emphasize that the values are not passive, but require effort to achieve and maintain. In addition, the concept of transparency was added to an existing value statement. Two new value statements were created dealing with responsibility and accountability and with the environment.

### **Strategic Priorities**

A new priority was created to address issues dealing with the Environment. Goals and sub-goals in other areas that addressed this issue were moved to this priority and new goals and sub-goals were created. “Personal Growth and Enrichment of the Individual” became “Education, Diversity and Enrichment” to more accurately reflect the scope of the priority.

Additions, deletions and language changes were made to the Goals and Sub-goals to reflect changes in community concerns or emphasis as demonstrated by the data gathered for the Strategic Plan renewal.

### **Appearance, Character and Quality of the Community**

- Additional emphasis on gateways and entrances to the City, and street tree programs
- Addition of a sub-goal encouraging partnership with businesses to improve the appearance of City of Torrance
- Addition of sub-goals regarding a historic preservation program and intensification of efforts to revitalize Downtown Torrance

### **Communication and Civic Involvement**

- Inclusion of new methods of electronic interface and communication with citizens
- Increased emphasis on opportunities for citizen participation, with special focus on youth involvement
- Addition of collaboration and communication specifically between the City and Torrance Unified School District

## **Economic Development**

- Consolidation of goals referencing permits and approval processes
- Specific emphasis on revitalization/redevelopment of Downtown and Del Amo Mall
- Increased emphasis on technology needs and infrastructure
- Additional sub-goals regarding support for entrepreneurial endeavors, including marketing, virtual one-stop information centers and focus on new green businesses
- Recommendation to explore the possibility of providing affordable rental housing through recycling of smaller, non-productive office buildings
- Much greater emphasis on partnerships and methods of promoting economic health through education; sub-goal regarding youth employment moved to this goal

## **Education, Diversity and Enrichment**

(formerly Personal Growth and Enrichment of the Individual)

- New goal and sub-goals added to this priority emphasizing education and collaboration with the Torrance Unified School District
- New goal and sub-goals added to this priority emphasizing awareness and benefits of increased cultural diversity
- Attraction of colleges, universities and satellite campuses to the City of Torrance
- Web-based centralized volunteer clearinghouse

## **Infrastructure**

- Several sub-goals consolidated, with increased emphasis on technological advances such as fiber optics and broad band
- Environmental Management moved to new Stewardship of the Environment priority
- Addition of emergency preparedness as a consideration in assessing infrastructure and potential impacts to the infrastructure

## **Reliable Revenue Base and Effective Asset Management**

- Replacement of “innovative yet safe” investment alternatives with “responsible” alternatives
- Consolidation of sub-goals dealing with investment policies
- Consolidation of sub-goals relating to revenue base and tax structure

- Added emphasis on potential use of City property for economic development purposes
- Addition of monitoring of global economic conditions

### **Responsive, Accountable and Cost-Effective Government**

- Increased emphasis on employee feedback and ideas
- Addition of use of technology for improvement of services
- Increased emphasis on recruitment and hiring standards
- Addition of all organizational levels regarding team-building and development

### **Safe and Secure Community**

- Addition of education and enforcement to ensure safe driving practices
- Addition of neighborhood watch as an example of collaborative strategies
- Addition of law enforcement training in counter-terrorism
- Language of “information and education goal” expanded to emphasize safety and crime prevention
- Addition of community and focus-based policing program
- Increased emphasis on programs for youth

### **Stewardship of the Environment**

- This is a new priority, based on increased concern for environmental matters as evidenced in the data, including both the phone survey and Community Profile.
- Goals included are both new with this priority and transferred from other priorities and include promoting green industries; waste reduction and recycling; air quality; beaches and oceans; environmentally friendly development; landscape; and water conservation.

### **Traffic and Transportation**

- Additional emphasis on pedestrian and bicycle traffic
- Transit Center for City of Torrance
- Emphasis in “land use goal” expanded to recognize sound transportation management practices
- Addition of amenities to encourage alternate transportation methods
- Increased emphasis on mass transit as it relates to residential areas, seniors and youth

### **Implementation Plan**

- Implementation plan remains basically unchanged; however, to increase the emphasis on implementation and renewal, this section was moved to the beginning of the Strategic Plan.



## Citizens' Preamble

As members of the Torrance community, we believe it is our responsibility to communicate our hopes and expectations to the City through active participation in our civic, educational, economic and cultural activities.

We respect the dignity, rights and positive contributions of the individual.

We take pride in and responsibility for the appearance and character of our community.



## Mission Statement

The mission of the City of Torrance is to encourage and respond to community participation as we provide for an attractive, clean, safe, secure and enriching environment that assures a high quality of life.

We evaluate and act on the needs of the community within a complex, changing environment. We provide quality service with integrity, professionalism and accountability in an efficient, costeffective manner.





## Vision Statement

Our vision for Torrance is of a premier City thriving in a global community while building on the past, taking action in the present, and pursuing a dynamic future.

Realizing our vision depends upon:

- Encouraging and providing for the pursuit of knowledge and culture;
- Acknowledging and pursuing the value of diversity;
- Improving the quality of life in the City of Torrance;
- Enhancing community safety and security;
- Striving to attain a balance among residential, commercial, and industrial interests;
- Strengthening the character and appearance that defines Torrance as a model community; and
- Pursuing opportunities to innovatively address economic, social, environmental and political issues.

Our steadfast commitment is to a future where we realize pride of shared purpose and a sense of community with personal responsibility and respect for all. It will be a place where people enjoy an enriched quality of life, sharing a sense of belonging.

## Values

- Demonstrate **respect** for ourselves and others
- Practice **honesty** and **integrity**
- Encourage **creativity** and **innovation**
- Work to build and maintain **public trust**
- Be **dedicated, responsive,** and **transparent** in our dealings
- Be **responsible** and **accountable** for our actions
- Recognize the benefits of **diversity** in all aspects of the community
- Foster **community pride** and **excellence**
- Care for and conserve our **environment**





## Appearance, Character and Quality of the Community



As a strategic priority, the Appearance, Character and Quality of the Community means enhancing and maintaining the image and preserving the rich heritage of Torrance. It places emphasis on the need for the City and the community to work together to ensure the highest standards of a wellplanned, designed, and maintained City. Appearance refers to improving the aesthetics and look of the entire community, including public and private property, the City's streetscape, and its image at City entrances. Character includes preserving the carefully planned residential, commercial and industrial balance of Torrance, as well as the unique attributes that give it its identity. The quality of the community refers to maintaining high standards for all of the elements of the environment that contribute to making the City a desirable and attractive place to live, learn, play, work and conduct business, including building design and construction, property maintenance, landscape design and historic preservation.

- Data from the 2008 Strategic Plan update reflected the community's continued desire to preserve and improve the appearance, character and quality of the community. The majority of residents surveyed rated Torrance as an excellent or good place to live. The vision for a city with a balance of residential, industrial and business development continues to be highly valued. The issue of balance was especially important to residents, as there was a perception that residential development had become too dense and too prevalent over the previous several years and had been placed in areas previously zoned for other uses. The visual appearance of the community continues to be an important priority. The maintenance of local streets, sidewalks, street medians, trees, and public areas and removal of graffiti are among the services provided by the City that respondents deemed as important. There is also a growing interest in historic preservation in the Old Torrance neighborhood. Emerging environmental issues such as climate change, waste management and pollution runoff ranked so high amongst quality of life factors most important to residents that they rose to the level of becoming a strategic priority of their own. As a result, environmental issues that had previously been encompassed within this and other strategic priorities have been moved into the new Environmental Stewardship Priority.
- 1998 public input continued to reflect the community's desire to maintain and enhance the appearance and quality of the community. As in 1995, the 1998 community focus groups included climate/weather/air quality; the general appearance/overall feel; and a balanced wellplanned city among Torrance's greatest strengths. The overall quality of life, the appearance of the neighborhood, and the sense of community had increased in both importance and satisfaction. In addition, the majority of respondents rated maintaining and enhancing the appearance of the community's residential, business and commercial sectors, and providing a balance of residential, business and open space land uses among the top priority goals.

- Feedback received in 1995 from all public input pointed to the community's desire to maintain and enhance the appearance and quality of the community. The community focus group discussions included climate/weather/air quality; balanced wellplanned city; beaches; and general appearance/overall feel, among Torrance's greatest strengths. In the statistically valid telephone survey, one out of three respondents named climate, the general area, or the beaches as what they liked most about Torrance.
  
- The Preamble, Mission and Vision Statements call for a shared responsibility on the part of the City and the community to preserve the appearance, character and quality of our community.

<b>GOAL</b>	<b>Achieve and maintain a distinctive appearance that reflects the character and high standards of the community.</b>
✓ Sub-goal:	Re-evaluate entrances to the City and create attractive, identifiable gateways with a unifying theme.
✓ Sub-goal:	Pursue opportunities to partner with businesses to improve the appearance of the City, such as cooperative efforts on design, installation, and maintenance of gateways.
✓ Sub-goal:	Aesthetically pleasing streetscapes.
✓ Sub-goal:	Attractive, well maintained open space.
✓ Sub-goal:	Attractive, appropriate signage for industrial and commercial use.
✓ Sub-goal:	High-quality appearance of residential, commercial, retail and industrial developments.
✓ Sub-goal:	Well-maintained residential neighborhoods.
✓ Sub-goal:	Review and revise the City-wide Street Tree Program to emphasize distinctive neighborhood appearance, making maximum use of trees on streets, in developments, and in open space -- while considering / balancing maintenance needs and the impact trees may have on infrastructure.

<b>GOAL</b>	<b>Achieve a community design that exemplifies balanced land usage.</b>
✓ Sub-goal:	Diversity of housing types to meet the needs of a wide range of citizens.
✓ Sub-goal:	Ample recreation areas.
✓ Sub-goal:	Compatibility of adjacent land uses.
✓ Sub-goal:	Attractive use of open space in all developments.
✓ Sub-goal:	Recycle and upgrade antiquated industrial, commercial and retail facilities.
✓ Sub-goal:	Recognize and allow for the creation of area plans that preserve, enhance and/or define unique characteristics of identified sections of the City.

<b>GOAL</b>	<b>Preserve the heritage of historical sites.</b>
✓ Sub-goal:	Identification and awareness of historical sites.
✓ Sub-goal:	Restoration and rehabilitation of historical sites.
✓ Sub-goal:	Celebration of the community's heritage.
✓ Sub-goal:	Formulate a historic preservation program for the City.
✓ Sub-goal:	Intensify efforts to revitalize Downtown Torrance while preserving its historic character.





## Communication and Civic Involvement

Communication and Civic Involvement as a strategic priority describes a collaborative effort between the City and the public working together to continue to guide Torrance to the future. Through involvement in community and civic activities, Torrance citizens directly participate with the City in discussing and solving issues affecting the area. Similarly, the City actively seeks feedback from its citizens and business members on initiatives, actions and plans, and incorporates that input when developing and implementing its programs. A variety of communication tools support civic involvement and participation with the City government. These tools provide information on topics of local interest, methods for citizen input and feedback, and regional to global communication linkages.

- The 2008 survey data did not specifically identify communication as a key issue, and indications are that communications within the City are fairly effective. However, discussions with focus group participants indicate that communication is still highly valued, for increasing their knowledge and understanding of the City, for making them more aware of opportunities for involvement and, perhaps most important, for bringing greater trust and transparency to government activities. Although electronic methods of communication such as the City web site are ever more prevalent, residents are still eager for face-to-face contact, requesting more focus groups and other group meetings as a way of keeping the lines of communication open between the City and its residents.
- The 1998 data validates communication and civic involvement as key strategic priorities for the City. Over half of the residential respondents acknowledged the need to be “involved in the city planning and decision making processes.” Like the results from the 1995 focus group discussions, the need for additional means of communication with local government is a recurring theme. Community focus group participants establish communication and civic involvement as several of the items that the City residents like best about Torrance and cited the need to continue “Increased citizen/community involvement.”
- In 1995, public input had identified communication and civic involvement as key strategic priorities for the City. In the focus group discussions, the need for more means of communication with local government was one of the most common recurring themes. Two out of three respondents to the residential telephone survey want “very much” for Torrance to be a “City that encourages citizen involvement.” The business survey also included increased civic involvement among business groups and organizations as a high priority.
- Communication and Civic Involvement are key elements of the Citizens’ Preamble and Mission Statement. They facilitate the public and City working together to achieve the desired future for Torrance as expressed in the Vision Statement.



<b>GOAL</b>	<b>Utilize a full range of informational sources to share local issues with the community.</b>
✓ Sub-goal:	Rapid, easy access to City by all public.
✓ Sub-goal:	Utilization of CitiCABLE and Public, Educational, and Government Access channels as a source for current information about Torrance activities.
✓ Sub-goal:	Explore electronic methods to communicate with citizens, such as topic-oriented e-mail subscriptions

<b>GOAL</b>	<b>Broaden opportunities for citizen participation in all aspects of civic decision making.</b>
✓ Sub-goal:	Access to participation in forums such as advisory panels, commissions, boards, budget workshops, blue-ribbon panels.
✓ Sub-goal:	Wide array of two-way communications opportunities with City Hall.
✓ Sub-goal	Encourage citizen input
✓ Sub-goal	Seek opportunities to provide civic information to youth
✓ Sub-goal	Encourage input from youth community
✓ Sub-goal	Encourage curriculum to develop civic involvement by youth

<b>GOAL</b>	<b>Strengthen diverse community-based organizations.</b>
✓ Sub-goal:	Foster vital homeowner and neighborhood associations, Neighborhood Watch, and other community organizations.
✓ Sub-goal:	Maintain open lines of communication with diverse groups.

<b>GOAL</b>	<b>Promote opportunities for civic and public/private collaboration and partnerships.</b>
✓ Sub-goal:	Continue to encourage leadership programs.
✓ Sub-goal:	Enlist assistance of communications professionals and other experts from the business community.
✓ Sub-goal:	Enhance communications with regional entities such as the Council of Governments, Southern California Association of Governments, etc.
✓ Sub-goal:	Collaboration and interface between the education community, the public and local government.
✓ Sub-goal:	Strengthen collaboration and communication with Torrance Unified School District.





## Economic Development

The strategic priority of Economic Development includes retaining existing businesses, attracting new businesses, and encouraging the creation of quality jobs for all members of the community. A distinct aspect of economic development is the furthering of the City's economic connection to world commerce and emerging markets, technologies and trends. Economic development also includes the participation and involvement of businesses in civic affairs. While a strong economic base is necessary for the City's health, it must continue to support and retain the balanced community. A proactive stance on new business attraction will retain the high standards that Torrance exemplifies.

- Data gathered for the 2008 Strategic Plan update continued to emphasize the same principles as important to the continued viability of Torrance and its place as the "Economic Capitol of the South Bay." The data gathered also identified new elements to furthering such goals, including the redevelopment of older commercial/industrial areas with cleaner, greener, more efficient structures, and jobs-housing balance as a factor in traffic congestion. In addition, the data showed that there is a need for increasing the availability of new, corporate headquarters and "Class A" type office space in the City, as well as updating existing older, smaller, office space stock to include a more high end appearance and modern telecommunications and broadband internal infrastructure capability to meet the needs of the modern business community.
- The 1998 data gathered confirmed that attracting new businesses, developing a strong business and technological base, and ensuring the availability of good jobs were continuing key issues for the City. Focus groups voted "attract quality businesses" as a top priority for preparing for the future. Similarly, the residential opinion survey indicated a high percentage rating for "providing a strong business climate" as a priority goal. This survey also reflected an increased emphasis on the availability of jobs. The City had focused on improving its performance in these areas because of the importance placed on economic development as a strategic priority in 1995. From 1995 to 1998, 45 percent of the business community indicated that the business climate had improved.
- All data gathered in 1995 found that attracting new businesses, developing a strong business and technological base, and ensuring the availability of good jobs were key issues for the City to address in the planning period.
- Addressing economic development as a strategic priority supports the Citizens Preamble and the Vision Statement which envision maintaining and enhancing the City's strong economic climate.



<b>GOAL</b>	<b>Enhance regional and international market development.</b>
✓ Sub-goal:	Aggressively pursue Torrance’s growth in e-commerce, international trade, and emerging markets and technologies.
✓ Sub-goal:	Provide exceptional local and international opportunities for dialogue and debate on the future economic development of the Torrance area.
✓ Sub-goal:	Encourage and sustain Torrance as a center for world corporate headquarters.

<b>GOAL</b>	<b>Attract and retain businesses.</b>
✓ Sub-goal:	Pursue revitalization and redevelopment of the Downtown Business District.
✓ Sub-goal:	Revitalization and redevelopment of retail centers (e.g. the Del Amo Mall).
✓ Sub-goal:	Employment opportunities for all members of the community, especially those with potential for career growth.
✓ Sub-goal:	Enhance business and City government collaboration and partnerships.
✓ Sub-goal:	Communication and outreach to business.
✓ Sub-goal:	Cooperation with, and support for, area cities, business consortiums, and private industry to strengthen the sub-regional economy.
✓ Sub-goal:	Attract and retain financially strong businesses.
✓ Sub-goal:	Create a strategic marketing plan for the City, including the Downtown Business District.
✓ Sub-goal:	Streamlined municipal approval process including centralized permit processing.
✓ Sub-goal:	Expanded influence on regional, state, and federal decisions that impact the vitality of local economic development efforts.
✓ Sub-goal:	Provide a supportive infrastructure, including technology needs.

<b>GOAL</b>	<b>Provide a supportive environment for entrepreneurial endeavors.</b>
✓ Sub-goal:	Support for new, continuing and expanding businesses.
✓ Sub-goal	Market the City’s economic development program to encourage and recruit new businesses.
✓ Sub-goal	Support for entrepreneurs in bringing new green businesses to the City.
✓ Sub-goal	Develop on-line, virtual one-stop information centers to provide information and resources for businesses.

<b>GOAL</b>	<b>Establish a residential and commercial/industrial balance that supports the economic needs of the community.</b>
✓ Sub-goal:	Land use policy that supports a healthy economy without compromising the residential community’s needs and quality of life.
✓ Sub-goal:	Promotion and maintenance of a business base that is complementary to local, regional, national, and international businesses.
✓ Sub-goal	Explore the possibility of providing affordable rental housing through the recycling of smaller, non-productive office buildings into combined commercial/residential developments.

<b>GOAL</b>	<b>Promote economic health through education.</b>
✓ Sub-goal:	Retraining and continuing education for all ages in the workforce.
✓ Sub-goal:	In collaboration with Torrance Unified School District, El Camino College, Southern California Regional Occupational Center and other educational entities, explore emerging opportunities in service industry and trades as well as high-technology fields and international trade.
✓ Sub-goal:	Continue to encourage business/education partnerships that promote school-to-career opportunities such as mentoring, internships, scholarships, and school adoption programs.
✓ Sub-goal:	Business/education partnerships for youth employment opportunities.
✓ Sub-goal	Encourage development of career centers for youth in collaboration with City and schools to assist youth in obtaining higher education and employment.
✓ Sub-goal	Facilitate and encourage business partnerships for inspiration and recognition in science and technology.
✓ Sub-goal	Collaborate with educational and employment entities to form a consortium for job training and job needs forecasting.







## Education, Diversity and Enrichment

Education, Diversity and Enrichment has been identified as a strategic priority in order to recognize the contributions of Torrance's diverse population and to encourage their participation in meaningful activities that contribute to personal and community well-being. Education and enrichment acknowledges the need for educational opportunities to serve all segments of the population. Opportunities for cultural, social, recreational and civic involvement also contribute to growth of the individual. Personal responsibility and accountability, active leadership, and recognition of the strength of our diversity all lead to an enhanced quality of life for individuals and the entire community.

- The data for the 2008 Strategic plan update indicates that Torrance continues to be “an excellent or good place to live” for the vast majority of residents. There is great pride in our parks as well as in the range of services, both cultural and recreational, provided by and within the City. As an indicator of a strong civil society, Torrance is home to over two times the average number of places of worship and charitable organizations in comparison to the rest of the South Bay. The data indicates that one area of concern is in the provision of after school activities for children, which, although it is generally rated in a positive manner, shows a lower level of satisfaction coupled with a higher level of importance than other areas.

Upon examination of the 2008 data, it was felt that Education, and the relationship between the City and the School District, required additional emphasis, as did the subject of ethnic and cultural diversity. Appropriately, new Goals have been created to specifically address these two important topics.

In looking at education, the survey and focus groups showed concern with the condition of school buildings and grounds, while at the same time showing satisfaction and pride in the quality of education provided by the schools. There is a definite indication that the City should be doing more to help the schools, however, there is also some misunderstanding as to the precise nature of the relationship between the two entities. As a result, the new goal focuses on the relationship between the City and the school district, and the ways in which they might better work together toward excellence in education in a quality setting for our youth.

Regarding diversity, the survey data indicated that there was a strong desire for Torrance to be “a city that benefits from the ethnic diversity of its population,” while also indicating that we are not advancing that goal as well as we envision. This provides opportunity for the City to create an even more positive environment for people of diverse cultures and ethnicities, and to provide greater opportunity for the community as a whole to benefit from the diverse cultures present in our Community.

- According to 1998 survey results, the quality of life in Torrance was better than it was in 1995. Almost 100 percent of residents surveyed felt that Torrance was a good or excellent place for families. Emphasis on youth issues, an area identified previously as needing special attention, continued to move higher in importance and further concentration of effort in this area appeared warranted. A recurring theme through all of the different data collection methods was the school system. The quality of the educational system was rated “liked best” by the focus group participants while the physical condition of the school facilities rated in the “least liked,” or “improvement needed,” category. A slight decline in the mean satisfaction rating of the “quality of the public school system” during the telephone survey could probably be attributed to the increased attention focused on the poor condition of school facilities during the bond campaign.
- Through public input in 1995, the community praised those services provided by the City which enrich the individual; in particular, the focus group and survey data rated park and recreation activities in the City’s top five strengths. The data also highlighted the community’s diversity, the local school system, and the many opportunities for cultural enhancement as key assets. According to the majority of residents who responded to the telephone survey, Torrance was a good” or “excellent” place to live, especially for families. Youth issues were identified as an area deserving special attention.
- Education, Personal Growth and Enrichment of the Individual as a strategic priority is highlighted in the Vision Statement, which encourages personal growth for Torrance’s diverse population and a recognition of the benefits our diversity brings us. The Preamble calls all citizens to respect the dignity, rights and positive contributions of the individual. The City’s Mission Statement promotes an enriching environment and high quality of life for the community.

<b>GOAL</b>	<b>Instill a commitment between the City and Torrance Unified School District (TUSD) to collaboration at all organizational levels.</b>
✓ Sub-goal:	Hold regularly scheduled meetings between the City and TUSD at both the elected representative and administrative staff levels.
✓ Sub-goal:	Conduct a City/TUSD “issues and needs” assessment.
✓ Sub-goal:	Review and expand the existing joint-use agreement to achieve optimum use of City/TUSD buildings and facilities, including coordinated, centralized, use scheduling.
✓ Sub-goal:	Pursue a coordinated program for maintenance of buildings, grounds and equipment.
✓ Sub-goal:	Investigate the use of City resources to increase safety and security on school sites, especially after hours.
✓ Sub-goal:	Expand inter-agency cooperation for sharing library resources and personnel.
✓ Sub-goal:	Evaluate the need for additional after-school recreational activities at middle school sites.

<b>GOAL</b>	<b>Strive to be a leader in educational opportunities provided in the South Bay.</b>
✓ Sub-goal:	Education that expands the opportunities for development of the individual potential of youth, adults and seniors of all abilities.
✓ Sub-goal:	Collaboration among all schools, community organizations, City and businesses.
✓ Sub-goal:	Personal enrichment through varied adult education opportunities.
✓ Sub-goal:	Attract colleges, universities, extended education centers and their satellite campuses.

<b>GOAL</b>	<b>Realize and embrace the benefits of our culturally diverse community.</b>
✓ Sub-goal:	Reach out to ethnically and culturally diverse members of the community when selecting members for various commissions, committees and other non-elected bodies within the City.
✓ Sub-goal:	Strive to maintain and enhance a workforce that reflects the cultural and ethnic diversity of the City, and continue to encourage and mentor qualified candidates from diverse cultures and ethnicities for initial hire and promotional opportunities.
✓ Sub-goal:	Strive for understanding, respect, and interaction among diverse citizenry.
✓ Sub-goal:	Continue to recognize and promote community events that celebrate diverse cultures, ethnicities and non-traditional holidays.
✓ Sub-goal:	Encourage greater understanding of diverse cultures and ethnicities through the arts and language.
✓ Sub-goal:	Promote youth projects that bring people from different cultures and backgrounds together.
✓ Sub-goal:	Encourage community groups to work cooperatively to promote diversity and understanding.

<b>GOAL</b>	<b>Establish the City as a center of culture for the South Bay.</b>
✓ Sub-goal:	Optimize the use of the Cultural Arts Center.
✓ Sub-goal:	Facilitate culturally enriching opportunities.
✓ Sub-goal:	Expand opportunities for interaction and participation in meaningful programs for our diverse population.
✓ Sub-goal:	Enhance library resources and services.

<b>GOAL</b>	<b>Strive to be a leader in the creation of exceptional recreational opportunities that meet the needs of all citizens.</b>
✓ Sub-goal:	On-going assessment and implementation of recreational programs to preserve and enhance recreational opportunities.
✓ Sub-goal:	Coordination of organized youth sports activities, both public and private.
✓ Sub-goal:	Accessible recreational facilities and programs.

<b>GOAL</b>	<b>Maintain strong Youth Development Programs</b>
✓ Sub-goal:	Coordinated, community-wide youth services that are available to and reach all youth, coupled with outreach to promote optimum participation.
✓ Sub-goal:	Wide variety of youth programs to provide recreation, and to develop responsibility, ethics, values and civic involvement.
✓ Sub-goal:	Recognition of the positive contributions and achievements of our youth.

<b>GOAL</b>	<b>Promote personal and public responsibility</b>
✓ Sub-goal:	Individual responsibility for contributing to the enrichment of the community.
✓ Sub-goal:	Encourage and support an active volunteer force.
✓ Sub-goal:	Regional coordination for the provision of social services among all public, private, non-profit, religious interests, and other groups.
✓ Sub-goal:	Create a centralized, web-based, clearinghouse to connect volunteers with volunteer organizations and opportunities for service.







## Infrastructure

Infrastructure is defined as the community's public works systems that are not only local, but in most cases regionally linked. Infrastructure includes, but is not limited to, the street system, drainage system, sewer and water systems, telecommunications systems, utilities and pipelines, either directly or indirectly under control of the City, as well as those that are not under the City's control. The infrastructure also includes effective management and maintenance of City owned buildings and property. An efficiently functioning, wellmaintained infrastructure that supports our present and future needs is vital to the continued well being of the residential and business community as well as the overall economic health of the City.

- Data collected for the 2008 Plan update indicate strong ratings for infrastructure services. 86% of the residents and 74% of the businesses rated infrastructure as an extremely or very important priority. There is concern for road maintenance, sidewalk maintenance, and tree trimming. Maintenance of buildings and infrastructure belonging to the school district is also a concern to residents. While maintenance of roads, streets and sidewalks is seen as very important, it is also seen as one of the weaker areas in terms of resident satisfaction.
- All segments of the 1998 population survey continued to emphasize the importance of infrastructure. Nearly three out of four residents, two out of three businesses, and one out of three employees rated it as a high priority. In determining items of importance to maintain a healthy business climate, infrastructure was cited as a key element by the business community. They also felt the City should continue its efforts and "keep up the good work." Overall residential survey respondents rated the City's performance efforts as good or excellent but felt that additional emphasis should be placed on increasing the level of awareness of these efforts.
- Public input from all sources in 1995 indicated that the infrastructure should be a priority for the City to address and improve in the planning period, especially given the age of much of the existing infrastructure. In the surveys and focus groups, street and sidewalk conditions, the "hidden infrastructure," and unsightly overhead utilities in particular were cited as important issues affecting the City of Torrance.
- Addressing infrastructure as a strategic priority relates to the City's Mission of providing for a clean, safe and attractive environment and a strong economic base. Infrastructure is also an important factor in addressing the high standards the public expects from the City, that are referenced in the Mission and Vision Statements.



<b>GOAL</b>	<b>Communicate and coordinate with end-users and stakeholders when prioritizing and designing infrastructure projects.</b>
✓ Sub-goal:	Coordinate with regional entities.
✓ Sub-goal:	Make use of effective community outreach and information program for two-way communication.

<b>GOAL</b>	<b>Plan, design, construct and maintain an efficiently functioning infrastructure.</b>
✓ Sub-goal:	Perform regular maintenance of existing systems.
✓ Sub-goal:	Make effective use of computerized facilities management system and update regularly.
✓ Sub-goal:	Maintain high standards of quality and service.
✓ Sub-goal:	Encourage undergrounding utilities and require undergrounding of utilities in new developments where feasible.
✓ Sub-goal:	Plan for maximizing funding sources.
✓ Sub-goal:	Maintain an efficient system for reporting and responding to problems.
✓ Sub-goal:	Pursue opportunities for synergy with private telecommunications providers for City-wide access to broadband, cable, fiber optics, and other emerging technologies.
✓ Sub-goal:	Take advantage of advances in available technology and connectivity.

<b>GOAL</b>	<b>Manage resources</b>
✓ Sub-goal:	Assure an adequate and diversified supply of quality resources.
✓ Sub-goal:	Practice resource conservation.
✓ Sub-goal:	Include the infrastructure impact issues in emergency preparedness planning efforts.







## Reliable Revenue Base and Effective Asset Management

Reliable Revenue Base and Effective Asset Management addresses the City's prudent management of fiscal conditions, the maintenance of a reliable revenue base, and the awareness of outside influences that impact the financial health and stability of the City. This strategic priority includes having a longrange perspective for managing the fiscal livelihood of the City in order to avoid financial deterioration. It places emphasis on receiving community feedback and input on fiscal decisions and plans and acting on that input to balance the needs of the public with the ability of the City government to provide services.

- While data for the 2008 Plan update did not indicate great concern regarding the economy, recent developments in the State budget, the slowing housing market and the potential for recession at the national level will require extra attention to ensure that the revenue base for the City remains solid. Data indicating a flattening of retail sales tax in Torrance as compared to the rest of the South Bay is also an indicator to watch.
- Survey data indicated that the strengthening economy led to increased confidence in the financial condition of the City. Voluntary responses to the residential telephone survey conducted in 1998 indicated that it is no longer an issue of major concern. City employee survey data also confirmed this, with an increase in the number of employees who perceived a higher level of job security and saw the economy as a strength rather than a weakness as they did in the earlier survey.
- In 1995, the number one priority identified by three out of four respondents to the telephone survey was for a fiscally well managed City. In addition, input from all sources identified the need for the City to address declining revenues. The employee focus group discussions also gave significant priority to fiscal management as an area the City should focus on in the planning period. In spite of the obvious concern over this issue, the majority of the residents surveyed felt the City is "headed in the right direction," and that it did a good job providing public services.
- Maintenance of a reliable revenue base and effective asset management as a strategic priority relate directly to the City's Mission of accountability and professionalism in all City services.



<b>GOAL</b>	<b>Employ a conservative fiscal investment strategy.</b>
✓ Sub-goal:	Maintain adequate financial reserves.
✓ Sub-goal:	Investigate responsible alternatives for investing financial assets of the City.
✓ Sub-goal:	Ensure procedures, policies and principles of asset management are maintained and reviewed for effectiveness.
✓ Sub-goal:	Maintain an updated long range financial plan.

<b>GOAL</b>	<b>Maintain a reliable revenue base</b>
✓ Sub-goal:	Seek fair, balanced and equitable sources of revenue.
✓ Sub-goal:	Explore new alternative funding and revenue sources.
✓ Sub-goal:	Pursue regionally attractive business tax structure to maintain a competitive revenue base.
✓ Sub-goal:	Maintain a diversified revenue and economic base.

<b>GOAL</b>	<b>Sustain an effective land management program for City owned property.</b>
✓ Sub-goal:	Regularly examine current property owned by the City as to its value as an asset.
✓ Sub-goal:	Seek utilization of income producing properties to highest potential (e.g., Airport properties).
✓ Sub-Goal	Explore the redevelopment of undeveloped and under-developed City properties to facilitate business retention and recruitment

<b>GOAL</b>	<b>Maintain adequate funding and planning for ongoing maintenance and replacement of the City's physical assets.</b>
✓ Sub-goal:	Maintain an inventory of City's physical assets and equipment including value and condition.
✓ Sub-goal:	Provide maintenance programs for assets.
✓ Sub-goal:	Perform cost-benefit analysis for future physical assets.

<b>GOAL</b>	<b>Monitor and review all fiscal matters.</b>
✓ Sub-goal:	Continue independent audits.
✓ Sub-goal:	Seek community input and feedback.
✓ Sub-goal:	Provide easily understandable fiscal and revenue information.
✓ Sub-goal:	Monitor global economic conditions

<b>GOAL</b>	<b>Pursue proactive interaction with County, State, Federal and other governmental agencies regarding revenue decisions.</b>
✓ Sub-goal:	Perform effective legislative advocacy.
✓ Sub-goal:	Maintain active involvement with interested agencies.
✓ Sub-goal:	Continue legislative monitoring and analysis system.





## Responsive, Accountable and Cost-Effective Government

Responsive, Accountable and Costeffective Government describes the City government's responsibility to manage in a manner which seeks and is responsive to community and employee input and feedback on actions, plans and initiatives; is accountable and responsible for actions taken; and which maintains effective operational standards and efficient delivery of services. It acknowledges the need for continual assessment of the role of City government and the services it provides, to ensure that the appropriate services are provided in a manner that best reflects both the needs of the community and the ability of the government to provide them.

- The focus in this priority has shifted somewhat from previous iterations in that one of the suggestions for improving City services in the survey data for the 2008 Strategic Plan update was that the "City Council work together, be more responsive and listen to the voice of the citizens." This ranked as the fourth highest suggestion in an open-ended question to residents in the phone survey. There was a desire for greater community involvement, as well. However, there remains an overwhelming feeling that the City is doing a good job and providing the services that are desired by the residents. After Public Safety and Traffic Control, the third largest response to the open-ended question, "What could be done to improve services in Torrance?" was "Nothing." Residents believe that Torrance is a good place to live and believe that it will remain a good place to live.
- The public validated the importance of this priority in 1998 survey data and focus group discussions. When asked to identify high priority Strategic Plan goals, eight out of ten respondents to the residential telephone survey identified responsive and efficient City government. Seven out of ten respondents to the business telephone survey identified this same goal. The emphasis Torrance government placed on this priority was founded on the fact that almost fifty percent of respondents to the 1998 City employee survey indicated that City business practices had become more cost effective, and over half indicated that City accountability standards had improved. Seven out of ten employee respondents identified responsiveness to the community as a strength of Torrance government. This was mirrored in the community in that eight out of ten residential respondents rated delivery of certain City services as excellent or good, and found performance improvements in all City services since 1995 with the exception of street and sidewalk maintenance.
- The emphasis on responsive, accountable and costeffective government as a strategic priority was identified in 1995 throughout all methods of public input. Focus group discussions found that accessibility to, and responsiveness of, Torrance government was one of the City's top ten strengths and that maintaining that strength should be a high priority. When asked to describe how they would like the City to be in the year 2000, seven out of ten of the respondents to the telephone survey desired the City to be managed by responsive public officials. Employee survey results identified a variety of actions the City should take to become more responsive and service oriented, both internally and externally.
- This strategic priority is addressed in the City's Mission Statement, "We provide quality service with integrity, professionalism and accountability in an efficient, cost-effective manner.



<b>GOAL</b>	<b>Maintain effective operational standards, planning, and efficient delivery of services.</b>
✓ Sub-goal:	Ensure operational audit and accountability.
✓ Sub-goal:	Seek process and procedure streamlining.
✓ Sub-goal:	Maintain appropriate risk management strategies.
✓ Sub-goal:	Solicit and incorporate employee feedback, input and ideas.

<b>GOAL</b>	<b>Utilize cost effective ways of doing business.</b>
✓ Sub-goal:	Explore joint partnerships in acquiring and providing goods and services.
✓ Sub-goal:	Ensure efficiency and productivity of employee work schedules and work efforts.
✓ Sub-goal:	Provide objective measurement and assessment of delivery of services.
✓ Sub-goal:	Utilize technology to improve services.

<b>GOAL</b>	<b>Provide outstanding communication with customers</b>
✓ Sub-goal:	Maintain on-line access to public records and information.
✓ Sub-goal:	Provide user friendly citizen access.
✓ Sub-goal:	Maximize information outreach.
✓ Sub-goal:	Ensure reliable follow-up service and problem solving.

<b>GOAL</b>	<b>Provide customer driven community services</b>
✓ Sub-goal:	Review of special programs for their community value and financial viability.
✓ Sub-goal:	Monitoring of community's current and changing expectations.

<b>GOAL</b>	<b>Maintain a skilled, knowledgeable, and well trained workforce</b>
✓ Sub-goal:	Provide continuing education and training.
✓ Sub-goal:	Emphasize employee health and safety.
✓ Sub-goal:	Encourage employee participation.
✓ Sub-goal:	Maintain a broadly skilled workforce.
✓ Sub-goal:	Provide position descriptions and/or classifications that allow flexibility of job assignments.
✓ Sub-goal:	Maintain quality recruitment and high standards for hiring through the use of job-oriented, performance based standards.

<b>GOAL</b>	<b>Continue on-going organizational assessment and staff development</b>
✓ Sub-goal:	Encourage team-building and development, at all organizational levels.
✓ Sub-goal:	Seek departmental participation at all levels in assessment.
✓ Sub-goal:	Supply appropriate department structure to provide quality services.
✓ Sub-goal:	Seek employee involvement in organization's direction and effectiveness.
✓ Sub-goal:	Formulate a clearly defined mission for every department.



## Safe and Secure Community



The strategic priority of a Safe and Secure Community addresses a number of personal and property safety areas including: safety from crime and gangs, safety in neighborhoods, safety at night, safety while shopping, environmental safety, emergency medical, fire and other protective services. Adequate preparation and contingency planning for natural and manmade disasters is also an integral part of a safe and secure community. While providing safety services is an important function of City government, personal responsibility, resident and business partnerships with the City, and regional cooperation also play key roles in ensuring a safe and secure community. Addressing the perceptions of crime in the community and communicating factual information on this priority are also important components.

- Data gathered for the 2008 Strategic Plan update continues to indicate that maintaining a safe and secure community ranks at the top of the community's expectations. Focus Group results show a high level of satisfaction with the public safety services – and high importance in their continued excellence. In the Residential Phone Survey, police, fire, and paramedic services ranked highest in importance among City provided services. In the Business Phone Survey, "Providing efficient emergency and disaster response service, such as for fire, medical emergencies and earthquakes" ranked first in the business community's ranking of satisfaction with City provided services. "Providing high quality crime prevention and law enforcement services" ranked a close second.

Living in a post-9/11 world has added the need for a new level of awareness and prevention to the duties of public safety personnel, as well as an increased need for public awareness. The goals and sub-goals, when seen through the prism of 9/11, are understood as being inclusive of all levels of disaster preparedness, and crime detection and prevention efforts.

Maintaining a safe and secure community continues to be seen as foundational in supporting the Vision articulated in the other Strategic Priorities of the Strategic Plan.

- The threeyear update of the Strategic Plan found that safety and security continued to be identified as an essential strategic priority. The 1998 telephone survey gave the highest rating to providing high quality crime prevention and law enforcement services, and providing efficient emergency services as important to maintaining a healthy business climate. These results paralleled attitudes of residential survey respondents who gave safetyrelated features the highest importance ratings for making a city a good place to live. While safety continued to be uppermost in citizen issues, results from all community surveys continued to identify the level of safety the City provided to be one of its greatest strengths. Citizens were feeling safer in their neighborhoods, when they went out in the evening and while shopping in the City.
- Safety and security was identified as a strategic priority in 1995 throughout all forms of public input. Although crime was identified by the Torrance community as the number one issue to be addressed in the planning period, results from all surveys consistently identified the level of safety the City provided to be one of its greatest strengths. Specifically mentioned in the community telephone survey results were gang and youth crime as important priorities for the City.
- Providing for a safe and secure community is an important part of the Mission of the City of Torrance.



<b>GOAL</b>	<b>Uphold a safe community environment</b>
✓ Sub-goal:	Maintain continued excellence in Public Safety Services.
✓ Sub-goal:	Enforce building standards consistent with a safe and secure community.
✓ Sub-goal:	Ensure environmental design for safety.
✓ Sub-goal:	Enforce effective hazardous materials management.
✓ Sub-goal:	Plan for well lighted, safely maintained streets, schools and public areas.
✓ Sub-goal:	Emphasize education and enforcement to ensure safe traffic and driving practices.

<b>GOAL</b>	<b>Protect persons and property from criminal activity.</b>
✓ Sub-goal:	Sustain excellence in policing.
✓ Sub-goal:	Foster collaborative strategies among all members of the community to make public safety a top priority. (e.g. Neighborhood Watch)
✓ Sub-goal:	Address regional issues that directly impact local crime.
✓ Sub-goal:	Continue to provide and improve law enforcement training in counter-terrorism techniques.

<b>GOAL</b>	<b>Promote a safe and secure community for youth</b>
✓ Sub-goal:	Provide crime prevention education programs.
✓ Sub-goal:	Maintain crime diversion programs for youth.
✓ Sub-goal:	Broaden the range of positive activities for youth in the community.
✓ Sub-goal:	Ensure the safety and security of our schools.
✓ Sub-goal:	Provide proactive programs to deter gangs and juvenile violence.

<b>GOAL</b>	<b>Provide information and educational opportunities that encourage safety and crime prevention.</b>
✓ Sub-goal:	Maintain an informed community regarding the myths and facts of all aspects of local crime.
✓ Sub-goal:	Provide education programs for all ages regarding their responsibility in crime prevention, reporting, and emergency services.
✓ Sub-goal:	Encourage collaboration among employers and the City regarding job safety education.
✓ Sub-goal:	Provide education and prevention programs on fraud and other criminal activity.
✓ Sub-goal:	Make use of conflict resolution programs.
✓ Sub-goal:	Promote awareness of Community and Focus-based policing programs

<b>GOAL</b>	<b>Promote and establish a community that is prepared for disasters, both natural and manmade.</b>
✓ Sub-goal:	Participate in regional coordination of emergency services.
✓ Sub-goal:	Encourage coordination among City, Police, Fire, Red Cross, health care, schools, business, neighborhoods, citizens, and other organizations.
✓ Sub-goal:	Continue to work towards a population educated on their responsibility and resources available during emergency situations.
✓ Sub-goal:	Promote and maintain community based disaster response teams.
✓ Sub-goal:	Maintain rapid response to accidents and medical emergencies.
✓ Sub-goal:	Sustain a comprehensive disaster preparedness program.
✓ Sub-goal:	Provide appropriate funding for disaster preparation and equipment.

<b>GOAL</b>	<b>Provide safety support for the economic viability of the business community.</b>
✓ Sub-goal:	Educate the business community regarding the availability of safety resources.
✓ Sub-goal:	Continue to provide education and enforcement regarding economic and white-collar crime.





## Stewardship of the Environment

In 2008, Stewardship of the Environment rose to the level of a Strategic Priority. This Strategic Priority addresses the need for Torrance to be aware of, and proactively respond to, a wide variety of issues concerning the physical environment, from the micro and local, to the macro and global. Understanding and addressing the cumulative impacts of individual, local, and regional activities assures that Torrance will be a leader in minimizing negative impacts on our environment. We see this Strategic Priority as both an important issue to address to preserve our quality of life, and an opportunity for Torrance to be a leader in encouraging and facilitating individual, local, regional, and commercial solutions for this emerging global issue.

- All of the data collection efforts for the 2008 Strategic Plan update indicated a growing awareness of the importance of issues relating to the environment. From local issues related to recycling efforts and storm water run-off, to regional air quality impacts from industry and transportation, to the effects of global climate change – all the data affirmed the wisdom of making Stewardship of the Environment a Strategic Priority for Torrance.
- Previous iterations of the Strategic Plan addressed various aspects of environmental issues in goals and sub-goals. These have been gathered under this new Strategic Priority or left to echo the interrelatedness of all the Strategic Priorities where appropriate.



**GOAL****Create a positive environment for green industries.**

- ✓ Sub-goal: Recognize and reward practices that preserve and improve the environment.
- ✓ Sub-goal: Provide incentives for businesses to “Go Green” through the use of environmentally friendly practices.
- ✓ Sub-goal: Promote public and private partnerships to achieve greater synergy for “green” businesses and practices.
- ✓ Sub-goal: Encourage and support green incubator businesses.
- ✓ Sub-goal: Recruit and provide incentives for relocation of green collar businesses into the City, including sustainable residential, industrial, and commercial building industries.

**GOAL****Expand and enhance waste reduction and recycling efforts.**

- ✓ Sub-goal: Increase E-waste disposal accessibility.
- ✓ Sub-goal: Find ways to make recycling and waste stream reduction more understandable and user-friendly.
- ✓ Sub-goal: Reduce solid waste by encouraging composting.
- ✓ Sub-goal: Standardize compliance of recycling efforts among single family, multi-family residential and commercial sites.
- ✓ Sub-goal: Enforce and enhance existing codes regarding waste disposal and recycling.
- ✓ Sub-goal: Implement green waste recycling program city-wide.
- ✓ Sub-goal: Reduce solid waste by promoting public awareness, providing educational opportunities on the necessity and benefits of waste stream reduction and recycling, and through incentives for recycling efforts.

<b>GOAL</b>	<b>Improve air quality.</b>
✓ Sub-goal:	Reduce airborne particulate matter through efforts such as regulation of “leaf blowers,” construction site control, and elimination of unnecessary idling of diesel and other engines.
✓ Sub-goal:	Synchronize traffic signals to reduce commuter idling.
✓ Sub-goal:	Continue to convert vehicle fleets to alternative fuels.
✓ Sub-goal:	Buy locally to minimize transportation pollution, and buy locally produced products when possible.
✓ Sub-goal:	Reduce carbon dioxide and greenhouse gas emissions.
✓ Sub-goal:	Increase green space / belts and tree planting where appropriate.
✓ Sub-goal:	Encourage the development and use of alternative fuels and energy sources.
✓ Sub-goal:	Promote the use and accessibility of public transportation.
✓ Sub-goal:	Enhance enforcement of local air quality regulations, and assist / cooperate with regional AQMD enforcement efforts.

<b>GOAL</b>	<b>Sustain high quality beach and ocean areas.</b>
✓ Sub-goal:	Identify and mark all storm drains.
✓ Sub-goal:	Promote education on the importance of reducing and controlling run-off.
✓ Sub-goal:	Cooperate / coordinate with regional organizations for clean water (e.g. Heal the Bay, Surfrider Foundation, Water Quality Board, National Resource Defense Council).
✓ Sub-goal:	Cooperate / coordinate with Los Angeles County for a safe, accessible, clean and litter free beach.

**GOAL****Promote environmentally friendly development.**

- ✓ Sub-goal: Provide incentives for development that utilize “green” feature implementation that exceeds code requirements.
- ✓ Sub-goal: Promote the recycling and upgrade of antiquated industrial, commercial and retail facilities utilizing green technology.
- ✓ Sub-goal: Use new development as an opportunity to increase green belt.
- ✓ Sub-goal: Review development / building codes for opportunities to include more environmentally sound parameters.
- ✓ Sub-goal: Discourage construction of large areas of impermeable surfaces, such as concrete.
- ✓ Sub-goal: Promote sustainable, environmentally sound commercial, industrial and residential site development and building construction.
- ✓ Sub-goal: Promote ongoing use of environmentally sound building operations and maintenance practices.
- ✓ Sub-goal: Undertake education efforts for the business and residential communities on the benefits of environmentally sound development.
- ✓ Sub-goal: Promote self sustaining energy and reclamation systems.
- ✓ Sub-goal: Look for opportunities to enhance access to mass transit when reviewing and approving designs for new development.

**GOAL****Preserve and enhance the natural and landscaped environment.**

- ✓ Sub-goal: Review Landscape Codes to promote and increase sustainable green space and green belts.
- ✓ Sub-goal: Look for opportunities to increase park land, and public open space.
- ✓ Sub-goal: Encourage use of drought tolerant plant materials and xeriscape landscape techniques and concepts, with emphasis on new development and medians.
- ✓ Sub-goal: Convert sumps for water treatment and recreational uses.
- ✓ Sub-goal: Participate in Tree City U.S.A. Program. (National recognition and technical assistance for urban and community forestry programs)

**GOAL****Properly utilize water resources.**

- ✓ Sub-goal: Monitor and maintain adequate water resources.
- ✓ Sub-goal: Prevent salt water intrusion and clean up groundwater contamination.
- ✓ Sub-goal: Expand use of recycled water for landscaping, industry, business, and other applications.
- ✓ Sub-goal: Encourage and implement water conservation programs.
- ✓ Sub-goal: Educate the public regarding proper disposal of toxic and hazardous wastes.
- ✓ Sub-goal: Explore uses of gray water.





## Traffic and Transportation

As a strategic priority, Traffic and Transportation includes congestion management, mobility throughout Torrance and the region, protection of residential neighborhoods from intrusive traffic impacts, and alternative modes of transportation. Safe, convenient, and efficient movement of people and goods is crucial for the quality of life of residents and for the vitality of the local economy. Transportation facilities must be provided to support planned future development, while providing and encouraging alternative transportation choices to reduce expensive roadway expansions and to improve air quality.

- Traffic continues to be a key concern for citizens. Data for the 2008 Strategic Plan update showed traffic control as the number one concern for citizens when asked what could be done to improve the City. “Car traffic” and “speeding/unsafe driving” were cited as the number two and three public safety concerns in an open-ended question in the phone survey. Focus groups also mentioned traffic and congestion as being major issues for the City.
- Respondents to the 1998 business and residential telephone surveys continued to identify traffic flow through the City as one of the important features in making a city a good place to live, and providing a healthy business climate. Both segments of the community indicated that additional effort and resources should be devoted by the City to this priority. Alternative transportation options also continued to be identified as a priority, but of lesser importance than traffic flow and congestion. Contributing to this shift may have been that satisfaction with the public bus system had significantly improved since 1995, with 64 percent of the residential respondents rating this City service as good or excellent, compared to 53 percent previously.
- In 1995, focus groups identified traffic and transportation to be two of the five biggest weaknesses in the City. Maintaining traffic flow was considered to be one of the top issues for the City to focus on by those who responded to any type of survey.
- Addressing traffic and transportation as a strategic priority will positively impact the local and regional transportation network and enhance the economic climate, both of which are components of the “premier city” described in the Vision Statement.



<b>GOAL</b>	<b>Maximize the safe and efficient movement of traffic.</b>
✓ Sub-goal:	Make use of technological and traffic management applications to expedite vehicular movement. (e.g. Signal Synchronization)
✓ Sub-goal:	Coordinate enforcement, education, and engineering.
✓ Sub-goal:	Conduct regular traffic safety analysis.
✓ Sub-goal:	Communicate and coordinate road construction projects.
✓ Sub-goal:	Continue to focus on a pedestrian friendly and safe community.
✓ Sub-goal:	Encourage pedestrian linkages and pathways in all developments and major street corridors.
✓ Sub-goal:	Provide safe and adequate bicycle lanes.

<b>GOAL</b>	<b>Provide a full range of transportation opportunities.</b>
✓ Sub-goal:	Encourage alternative modes of transportation including, but not limited to, transit, pedestrians, and bicycles.
✓ Sub-goal:	Promote use of alternative modes of transportation to reduce air pollution and noise intrusion.
✓ Sub-goal:	Coordinate plans and education to effect overall reduction in trip generation and traffic congestion.
✓ Sub-goal:	Develop strategies to improve mobility and travel.
✓ Sub-goal:	Encourage public/private partnerships.
✓ Sub-goal:	Conduct a needs assessments and provide alternatives for individuals with special needs.
✓ Sub-goal:	Promote a full range of transportation services that are compatible with surrounding land uses.
✓ Sub-goal:	Restore a transit center for the community.

<b>GOAL</b>	<b>Land use balanced with sound transportation management practices.</b>
✓ Sub-goal:	Ensure adequate on-site, off-street, parking requirements for all land uses.
✓ Sub-goal:	Seek an aesthetic interface between land uses and streets.
✓ Sub-goal:	Combine compatible and complementary land uses to reduce traffic.
✓ Sub-goal:	Assess land use impacts on trip generation.
✓ Sub-goal:	Provide necessary amenities to encourage bike riding, car-pooling and use of mass transit.

<b>GOAL</b>	<b>Proactive regional transportation coordination.</b>
✓ Sub-goal:	Promote and monitor legislative action at county, state, and Federal levels that enhance Torrance transportation.
✓ Sub-goal:	Interact and advocate with sub-regional agencies for funding and coordination.
✓ Sub-goal:	Coordinate appropriate traffic management.

<b>GOAL</b>	<b>Maintain a transportation system that is compatible with the residential community.</b>
✓ Sub-goal:	Minimize use of residential streets for external traffic.
✓ Sub-goal:	Assess and implement appropriate traffic calming strategies.
✓ Sub-goal:	Minimize impact of construction projects on/in residential areas.
✓ Sub-goal:	Look for opportunities to increase access to mass transit in or near residential areas and schools.
✓ Sub-goal:	Explore provision of more local bus/shuttle routes and services.
✓ Sub-goal:	Explore transit destinations more attractive to young riders and seniors.





## Acknowledgements

If the Strategic Plan is to be a document truly representative of the hopes, desires and aspirations of the Torrance community, it requires the participation of all facets of the community. The perspectives of residents of all ages, business both large and small, as well as various interest groups within our community were sought in order to make this document as true a representation as possible. The City of Torrance appreciates this effort and would like to extend its thanks and deep appreciation to...

### *The Community*

... who were willing to take the time to respond to the telephone surveys. The heart and soul of the Strategic Plan comes from you, and would not have been possible without your care for your community and your willingness to contribute to its future.

### *The Homeowner's Coalition*

... for their help on organizing smaller neighborhood-focused homeowner focus groups.

#### Homeowner's Coalition

John Bailey	Southeast Torrance
Brian Benoit	Southeast Torrance
Don Clouch	Southeast Torrance
Jackie Decker	Seaside
Jon Dial	Madrona
Melanie Dreike	West Torrance
Linda Dreyer	Hillside
Karen Galvin	Southwood Sunray
Todd Hays	Old Torrance Neighborhood Association
David Hensler	Country Hills
Sandi Monda	Southwood
Tom Rische	Seaside
Robert Thompson	Madrona
Michael Wermers	Southwood Riviera

### ***The Focus Group Participants***

... who provided critical community input in Focus Group sessions to insure the viability of the Strategic Plan.

### ***Community Focus Group Participants***

#### *Commission Group*

Commissioner	Richard Browning	Planning Commission
Commissioner	Deane Hadden	Airport Commission
Commissioner	Paul McCabe	Environmental Quality Commission
Commissioner	Ann Smisek	Cultural Arts Commission
Commissioner	Kay White	Water Commission

#### *Homeowners Group*

Joe Arciuch	Southwood Riviera Homeowners Association
Melanie Dreike	West Torrance Homeowners Association
Deane Haddon	Southwood Riviera Homeowners Association
David Hensler	Country Hills Homeowners Association
Sandi Monda	Southwood Homeowners Association
Tom Rische	Seaside Ranchos Homeowners Association
Ed Strobel	Hillside Homeowners Association
Michael Wermers	Southwood Riviera Homeowners Association
Newt Young	Southwood-Sunray Association

#### *Seaside HOA, Riviera HOA, Hillside HOA*

Linda Dryer	Hillside HOA
Diana Stefansson	Hillside HOA
Pamela Maran	Seaside HOA
Cal Cahoon	Seaside HOA
Tom Rische	Seaside HOA

North Torrance

Rita Anderson	Paula C. Killebrew-Mason
Cindy Annulli	Robert Rudolph
Gail Cole	Glen Terry
Pat Furey	Kurt Weideman
Jim Harrison	

Old Torrance Neighborhood Association (OTNA) and Madrona HOA

William McLaughlin	Madrona HOA	Ria Ledesma	OTNA
Chris Alter	OTNA	Cathy Luciano	OTNA
Bonnie Mae Barnard	OTNA	Mary McIntyre	OTNA
Don Barnard	OTNA	Doug & Erlinda McLellan	OTNA
Jen Brookman	OTNA	Laila & Peter McNary	OTNA
Heather Elder	OTNA	Chuck and Dora Meyer	OTNA
Deborah Fox	OTNA	Charles Payne	OTNA
Steve Giffin	OTNA	Janet Payne	OTNA
M. Hairston	OTNA	Marilyn Poblasco	OTNA
Debbie Hayes	OTNA	Susan Rhilinger	OTNA
Todd Hayes	OTNA	Gerald Ronan	OTNA
Gene Higginbotham	OTNA	Dick Rossberg	OTNA
Mary Ann Kendall	OTNA	Jeff Vicario	OTNA

Southeast Torrance HOA, Southwood Riviera HOA, Southwood Sunray HOA

Don Clouch	Southeast Torrance HOA
Jerry Houske	Southeast Torrance HOA
Al Shadbourne	Southeast Torrance HOA
Joseph Arciuch	Southwood Riviera HOA
Mike Moran	Southwood Riviera HOA
Steve Polcari	Southwood Riviera HOA

Southeast Torrance HOA, Southwood Riviera HOA, Southwood Sunray HOA ...cont'd...

Mike Wermers	Southwood Riviera HOA
Karen Galvin	Southwood Sunray HOA
Jean Tomlinson	Southwood Sunray HOA
Newt Young	Southwood Sunray HOA

West Torrance HOA and Southwood HOA

Chris Dreike	West Torrance HOA
Melanie Dreike	West Torrance HOA
Gracie McKewen	Southwood HOA
Keith Montoya	Southwood HOA
Cliff Numark	Southwood HOA
Donna Spreitzer	Southwood HOA

Recreation Group

Patsy Beahan	Community Services Dept
Tracy Drake	Madrona Marsh

Service Organization Group

Kathleen Davis	Torrance Woman's Club
Debbie Hays	Historical Society
Connie Horstkotte	Kiwanis
Ray Roulette	Sister City Association
Jack Williams	Rose Float Association

Senior Group 1 – JCI Center

Thelma Fukuhara	Kubota Toki
Janice Mori	Irene Yokota
Kim Toki	K. Yone

Senior Group 2 – Bartlett Center

Charles Breaker	Lulabetti Parker
Art Callen	Georgia Parkins
Darrell Gray	Catherine Proneuzairo
Irene Griffith	Edith Stieglite
Randy Iwasaka	Bea Virobik

Religious Group

Don Barnard	Hope Chapel Torrance
Evan Chase	Kingdom Causes
Hasan Ud-Din Hashmi	Momin Lodge
Bill Hurst	First Lutheran Church
Bob Isip	First United Methodist Church of Torrance
Sunny Kang	South Bay Presbyterian
Rev. Dr. Paul Lance, Pastor	Seaside Community United Church of Christ
Rick Matsuda	Victory Fellowship
Guy Takashima	Coast Christian Fellowship

Cultural Arts Group

Jean Adelsman	Cultural Arts Center Foundation
David Burks	General Services
Janeane Ferguson	Cultural Arts Director/ TAM
Courtney George	So Bay Ballet
Darrell George	So Bay Ballet
Owen Griffith	Torrance Symphony
Catherine Jacobson	So Bay Ballet

Cultural Arts Group ...cont'd...

Diane Lauridson	South Bay Ballet
Kristina Newhouse	Cultural Services
Helen Nowatka	Cultural Arts Center Foundation
Sue Rhilinger	Torrance Library Foundation
Ray Solley	Cultural Arts Center Foundation
Marianne Strehler	Torrance Artists Guild
Kurt Weideman	Torrance Library Foundation

Education Group

Sandy Ammentorp	First Lutheran School
Pat Furey	Education Foundation
Dee Hardison	Education Foundation
Dan Keeton	Church of Christ
Dr. Laurie Love	Torrance Unified School District
Dr. Mannon	Torrance Unified School District
Bobby McNeel	L.A. Harbor College
Vice President Muratsuchi	Board of Education

Large Business Group

Linda Amato	Doubletree Hotel
Toni Bock	Virco
Michael Hunn	Little Company of Mary
Carolyn Keith	ExxonMobil
Pam Ryan	Marriott

Small Business Group

Bob Brandt	Red Car Brewery
Mark Jessop	Monterey Graphics
Craig Leach	Torrance Memorial

Small Business Group ...cont'd...

Paul McCabe	Sunrider
Stefan Wolowicz	Zdonek& Wolowicz

Youth Group

Michael Allegro	Michael Ohta
Naghmeh Ghafourian	Dana Schroeder
Sheryasi Ghosh	Tanya Sepehrnia
Zachary Gray	Fatana Temory
Christina Kang	Louis To
Anna Lee	Dustin Tygret

Employee Association Leader's Group

Bill Byron	Lea Reis
Devin Chase	Danny Santana
Leslie Cortez	Chuck Schaich
Greg Ferguson	Jaysen Surber
Kevin High	Steve Unglaub
Mark Matsuda	Suzie Wand
Jeannie Moorman	

Employee Group

Donna Bard	Terri Harrison
Kendell Carter	Paul Hill
Jorge Espinoza	Brett Hollomon
David Fowler	Ray Miller
Johnnie Fyelling	Kathleen Polliard
Yolanda Gomez	

### ***The Focus Group Facilitators***

... who volunteered their time and talent to facilitate the Focus Groups so public input could be applied to the Strategic Plan.

Eleanor Barthe-Jones	Ken Kelso
Linda Cessna	Steve Lavey
Aram Chaparyan	Darin Mc Clelland
Carolyn Chun	Jim Mills
Rebecca Cutting	Cyndy Rosell
Dave Dumais	Danny Santana
Ken Flewellyn	Ted Semaan
Felice Fromm	Rick Shagaki
Michael George	Ted Symons
Jenny Gough	Hillary Theyer
Viet Hoang	Kim Turner
Kevin Joe	Jack van der Linden
John Jones	Suzie Wand
Carl Kaemerle	Paula Weiner

### ***The Strategic Planning Committee***

...the at-large members, and representatives of the residential, business, education, and senior and youth community, who were responsible for the very difficult and demanding task of reviewing and analyzing the data and public input, and for their sincere and effective effort in “hearing and speaking for” the community at large in updating the Strategic Plan.

#### **Community Representatives**

Toni Bock	Large business representative
Barbara Cardella	Council on Aging representative
Don Clouch	Homeowners Association representatives

Marcia Cribbs	At-large
Stephanie Ernster	At-large
Margaret Esfahani	Torrance Unified School District
Jim Fauk	At-large
Todd Hays	Homeowners Association representatives
Steve Hemingway	Small business representative
Harvey Horwich	At-large
Kristin Matsuda	At-large
Brad Moylan	Youth Council representative
Frank Piersol	At-large
Lola Ungar	At-large
Rick Wagner	Homeowners Association representatives
Michael Wermers	Homeowners Association representatives

Facilitator

R.S. Adams Consulting, R. Scott Adams

With special thanks to Patricia Bluman

The Strategic Planning Committee thanks the City Council and the Torrance Community for entrusting us with the opportunity to serve you by participating in this Strategic Plan update.

***The Strategic Plan Team***

Linda Cessna	Kevin Joe
Aram Chaparyan	Gregg Lodan
Carolyn Chun	DR Richardson
Rebecca Cutting	Cynthia Rosell
Fran Fulton	Danny Santana
Mary Giordano	

*The Strategic Planning Committee Staff*

... who dedicated their time providing support to the facilitator, for their many hours of professional staff support, expert input and project management, for ensuring the Strategic Planning Committee meetings ran smoothly, and for overseeing the development and design of the Strategic Plan.

Linda Cessna

Carolyn Chun

Kevin Joe

Cynthia Rosell

Danny Santana





## Summary of Public Input

In preparing for this update of the City's Strategic Plan, public input was gathered through three methods: a statistically valid telephone survey of both the residential and business communities; community focus groups; and a Community Profile and Economic Forecast.

### ➤ Statistically Valid Telephone Survey

The telephone surveys were conducted by Fairbank, Maslin, Maullin and Associates. The residential survey was conducted from November 7 through 11, 2007 using a randomly drawn sample of 500 City of Torrance residents over the age of 18. The business survey was conducted from December 10, 2007 through January 6, 2008, drawing a random sample of 300 City of Torrance businesses with 40 or fewer employees.

### ➤ Community Focus Groups

There were 14 focus group sessions dedicated solely to the Strategic Plan with a total of 116 participants. These groups represented a variety of interest groups within the City, including seniors, youth, business, education, homeowner associations, service groups and cultural arts. An additional 5 focus groups and 68 participants representing homeowner associations focused on various areas of the City.

### ➤ Community Profile

The Community Profile and Economic Forecast was prepared by the Planning Center. The profile assessed the progress that had been made in reaching the goals set out in the previous Strategic Plan and analyzed the current status of the City in terms of population, economics, the natural and built environments. In addition, it forecast issues that would be important in our future based on our current status and factors outside the City that will impact us over the next ten to twenty years.

The information provided by these three methods was given to the Strategic Plan Committee and formed the basis for their analysis of the previous Strategic Plan as well as the impetus for new Strategic Priorities, goals and sub-goals and other revisions to the plan components.

The following is a summary of the information gathered by each of these methods.

# **Statistically Valid Telephone Survey**

## **Residential Community**

### **Perception of life in Torrance**

- Torrance residents have a very positive impression of Torrance as a place to live, with a 94% positive rating, including 47% rating Torrance as “excellent” and another 47% rating Torrance as “good”.
- Not only are residents currently pleased with Torrance as a place to live, 32% expect the quality of life to improve in the next five years, with another 44% believing that it will remain the same.

### **Perceptions of City Government and Services**

- Residents are generally pleased with City government, with 66% rating performance as “excellent” or “good”, 27% as “fair” and only 4% as “poor”.
- All services surveyed were rated as high in importance to residents, with the highest importance rankings going to public safety services, including police, fire and paramedics. Only slightly lower in ranking were library services, maintenance of streets and sidewalks, and graffiti removal.
- Residents expressed satisfaction with the services being provided by the City. Satisfaction ratings on a scale of 1 to 7, with 7 being “very satisfied” and 1 being “not at all satisfied”, ranged from 6.0 for police and fire services, and 5.9 for library services to the lowest score of 5.0 for economic development programs.

### **Issues in Torrance**

- When given a list to rate, traffic and congestion, crime and polluted run-off that flows into the ocean were the three top concerns of residents followed by affordable housing. Over development ranked lowest in importance.
- When asked to name the single most important thing the City could do to improve city services, traffic control ranked first, followed by crime control. The third highest response was that there was nothing that the City needed to do to improve services for residents.
- Improving bus routes and increasing the availability of public transportation were seen as the most effective proposals for improving traffic.

## **Safety Concerns**

- Issues related to traffic and speeding and unsafe driving were considered the most serious public safety concerns.

## **Statistically Valid Telephone Survey Business Community**

### **Business Environment in Torrance**

- Torrance businesses have a very positive view of the business climate in Torrance, with 93% positive rating, including 47% “excellent” and 46% “good”.
- Top reasons for believing Torrance is a good place to do business include good location and friendly and good customers.
- Looking back, 32% of respondents believe that the business climate has improved over the last five years and 47% believe that it has stayed the same. Of the 9% who believe that it has gotten worse, 78% still believe that Torrance is a good place to do business.
- Looking forward, 52% of respondents expect the business climate to improve within the next five years and 26% expect that it will stay the same.

### **Perceptions of City Government and Services**

- 65% of respondents believe that City services for businesses are “excellent” (15%) or “good” (50%)
- Of those who had direct contact with the City through Business license, Building and safety or planning, 45% rated their contact as “excellent” and 38% as “good”, with only 3% rating their contact as “poor”.
- In terms of specific services, emergency and law enforcement services were most highly rated.
- Provision of information and services on the internet was the most improved, receiving an average rating of 7.4 out of 10 as opposed to 6.0 out of 10 in a similar 1998 survey.

- Weakest ratings were for “assuring that the City will have a variety of homes at various price points for employees” and “reducing traffic congestion”, at 5.7 and 5.6 out of 10 respectively.
- 85% of respondents could not think of any additional services that the City should be providing.
- When asked what the City could do to improve services, 37% of the respondents had no answer. At 12%, the next highest response was “improve traffic conditions”.

## **Community Focus Groups**

The community focus groups covered a broad range of interests within the City, including Commissioners, homeowners, seniors, youth, religious groups, service groups, large and small businesses, education, recreation and cultural arts. Participants were asked to brainstorm all the things that they liked best about Torrance, the things they liked least and the issues that should be addressed to prepare for the future. Each participant was then asked to identify the top five priorities in each category, resulting in a group consensus as to which items were most important.

The strongest consensus across all groups was in the least liked category. Virtually every group mentioned traffic as being a problem, and it was the number one priority in seven of the groups.

Following is a sampling of the items that were rated number one by the various groups in each of the categories:

### **Like Best about Torrance:**

- Education and schools (ranked #1 by 3 groups)
- Parks (ranked #1 by 2 groups)
- Safety—Police and Fire (ranked #1 by 2 groups)
- City Services
- Safe and stable neighborhoods
- Recreation programs
- Safe and senior-friendly
- Cultural programs
- Strong City/Chamber of Commerce relationship
- Balance of residential and commercial in the City of Torrance
- Youth Council
- Trees

### **Like Least about Torrance**

- Traffic (ranked #1 by 7 groups)
- Need more police patrols
- Congestion, traffic and population
- Need more emphasis on non-profits
- Lack of public support for schools
- City image not known outside of Torrance
- Cost of housing
- Too much density, especially residential
- Mobil

### **Would Like to see for the Future**

- Green policy
- Maintain a balanced City
- Plan ahead: pro-active, not reactive
- Household help for seniors
- Ease traffic congestion
- Town hall meetings with each department
- Embrace and support the arts
- School/City collaboration
- Attract businesses that will contribute to the city's tax base
- Better ten center
- Manage growth keeping in mind water and infrastructure
- More open space
- More trees and plants
- Historic preservation
- Limit growth

## **Community Profile**

The Community Profile is a study that provides a basic framework for understanding as a community how we stand in four basic areas: where we are now; how we have been doing; where we are headed; and what stands in our way. Following is a summary of some of the key findings in the report.

### **Natural Environment**

- Focus on increasing local, reclaimed water supplies to reduce City's dependence on imported water
- Maintain current high level of water quality at Torrance Beach

- Torrance maintains very good air quality, especially considering industrial operations and vehicle miles traveled in the City.
- Madrona Marsh is an important community resource, and efforts to expand should be encouraged
- There is limited potential to acquire additional park lands, therefore, the City should explore increased joint-use opportunities as well as creation of pocket parks
- Groundwater pumping to the maximum allowed will require improved infrastructure and the addressing of seawater intrusion issues.

### **The Built Environment**

- Torrance residents' average commute is less than 30 minutes, the lowest average commute in the South Bay.
- Three historical resources have been placed on the National Register of Historic Places: Torrance High, Fern Avenue School and the Southern Pacific Railroad bridge
- Landscaped gateways have been constructed for Hawthorne and Artesia
- The Toyota South Campus is the largest Leadership in Energy and Environmental Design (LEED) Gold certified structure in the country, recognizing their innovative use of energy conservation and environmental design
- The Acura Design Center and the Miyako Hotel are currently pursuing LEED certification
- Housing affordability is a growing problem, particularly affecting renter households
- Torrance has not yet reached the benchmark of 50% solid waste diversion.

### **Human and Social Capital**

- Torrance Adult School serves between 20,000 and 25,000 students each year.
- The Torrance School district outperforms the south bay average, the county and the state.
- Torrance has a much larger number of places of worship, local charities and service clubs and organizations than the South Bay.
- Crime rates in Torrance are declining
- Neighborhood watch participation has declined.

### **Performance Evaluation**

- Of the 184 Strategic Goals and Sub-goals contained in the 1999 Strategic Plan, substantial progress has been made on all but four.

## **Forecast**

- Conservation of water and energy will become increasingly important
- Accommodating the projected growth in population of 3.4% over the next ten years will require redevelopment, higher densities and/or taller buildings
- Torrance is projected to add another 1.7 million square feet of retail space, 870,000 square feet of office space and 741,707 square feet of industrial space over the next ten years.
- Torrance population is expected to reach 164,579 by 2017, however, contrary to trends, the average number of persons per household in Torrance is increasing, going from 2.506 persons per household in 2000 to 2.633 persons per household in 2007.

## **Projected Issues**

- Aging of the baby boom generation, retirements and medical needs
- Anticipated labor shortages as boomers retire
- Regulatory responses to Global Climate change
- Provision of affordable housing