Torrance Public Library

Plan of Service 2012

TORRANCE
PUBLIC
LIBRARY

CITY OF
TORRANCE

COMMUNITY SERVICES DEPARTMENT
TORRANCE PUBLIC LIBRARY

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Torrance Public Library Community:

I first encountered the Torrance Public Library as a user when I moved to the City in 1997. As a librarian, I immediately felt attuned to the space, the materials, and the service I received. My instincts told me Torrance Public Library spent funds well, prioritized public service, and focused on what was important. It wasn't long before I decided I wanted to be a part of the Torrance Public Library team, and joined in 1999.

The Library created a new Plan of Service in 2003. Through focus groups and surveys I learned how much the public appreciated the services of Torrance Public Library, yet had strong desires for improvement. Many of the goals of the 2003 Plan were met, including improving all six facilities, adding resources for students, and making access to materials and services easier for those with disabilities.

In preparation for the City's Strategic Plan in 2008, a survey of the public revealed that residents ranked the Library very high in both importance and satisfaction. Another survey, conducted by the Library in 2010, revealed that Library users were especially appreciative of friendly Staff, personalized service, clean and accessible facilities, and open hours. It would be easy for Torrance Public Library to rest on its laurels, but we are not a library known for taking the easy path instead of the important one.

Today, public libraries exist in a rapidly changing environment. Technological innovations in ebooks, mobile access, and information delivery have expanded our work from the traditional spaces of buildings and bookshelves. Public librarians and library planners must be more politically astute and public library strategic plans must now focus less on traditional outputs as measures of success, and more on achieving community outcomes, often in concert with new partners, public and private.

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This new Plan of Service is based on the Strategic Planning for Results process designed by the Public Library Association. This planning process does not dictate benchmarks or requirements - instead it presumes that any public library can serve its community in an exceptional manner by tailoring roles and outcomes to what that community specifically needs, and the community knows what is needed. Through surveys, focus groups, demographic analysis, library use, outreach, contacts, and active listening, the planning team has selected five primary service responses that meet the needs of our community, and developed meaningful measures to accompany those outcomes. Indicators were then selected to describe in a concrete way what the Library does to help the community meet those outcomes. The indicators will shift during the life of the Plan, while outcomes are selected to last even as technology and resources change. Effective management will also be tracked with the Plan, to ensure goals are met, and funding is spent wisely.

The methods and techniques of delivering public library service today continue to evolve, however the mission remains the same. Torrance Public Library will continue to provide exceptional service to the community, enable all to succeed, and remain an institution of considerable community pride.

Sincerely,

Hillary Theyer
City Librarian

Table of Contents

Torrance Public Library Plan of Service 2012 ..... **4**

Vision & Mission Statement 5

Torrance Public Library Primary Service Responses **6**

Create Young Readers: Early Literacy 8

Satisfy Curiosity: Lifelong Learning 10

Stimulate Imagination: Reading, Viewing & Listening for Pleasure 12

Succeed in School: Homework Help 15

Visit a Comfortable Place: Physical & Virtual Spaces 17

Effective Management 20

Library Goals by Year **24**

Implementation Plan **35**

Reporting and Documentation Plan **36**

Appendix A – Library History **37**

Appendix B – Review of the 2003 Plan of Service **49**

Appendix C – Public Library Association Service Responses **53**

Appendix D – Methodology Summary **58**

Appendix E – Demographic Analysis **60**

Appendix F – Survey Results **70**

Appendix G – Focus Groups Analysis **81**

Appendix H – Library Planning Team **100**

Torrance Public Library Plan of Service 2012

The Plan of Service consists of six primary service responses, five selected from among the eighteen presented by the Public Library Association (See Appendix C), with the addition of Effective Management. Each section has multiple parts.

The primary Community Outcomes toward which the Torrance Public Library will devote resources and efforts are:

Create Young Readers
Satisfy Curiosity
Stimulate Imagination
Succeed in School
Visit a Comfortable Space
Effective Management

Community Measures

The measure of success for the community in reaching these outcomes, and the methodology by which the Library will track community success.

Library Service Indicators

The specific aspects of Torrance Public Library services that work toward the community outcomes, and how the Library will track provision of those services.

Library Goals

The Library's service goals for the next one to three years in relation to each community outcome. These Goals will be assessed annually.

Vision

Learn. Lead. Live. With Your Library!

Mission Statement

The Torrance Public Library provides outstanding services, exceptional resources, and accessible spaces to support an independent, literate, and informed public.

Torrance Public Library Primary Service Responses

Create Young Readers: Early Literacy

Children from birth to age five will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen.

Torrance Public Library serves as an open gateway to literacy and the educational world for all children regardless of family background, language, economic disadvantage, or life circumstance.

Satisfy Curiosity: Lifelong Learning

Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

Torrance Public Library is an essential source of knowledge for the community providing resources for all ages and pursuits. The Library supports lifelong learning through reading, self-directed education, and individual pursuit of knowledge.

Stimulate Imagination: Reading, Viewing, and Listening for Pleasure

Residents who want materials to enhance their leisure time will find what they want when and where they want them and will have the help they need to make choices from among the options.

Torrance Public Library offers a broad popular materials collection, in multiple formats, genres, and languages, and ensures access is easy for all ages and abilities.

Succeed in School: Homework Help

Students will have the resources they need to succeed in school.

Torrance Public Library supports formal K-12 education through collections, services, and environments that serve students of all ages, abilities, and educational goals.

Visit a Comfortable Place: Physical and Virtual Spaces

Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking.

Torrance Public Library recognizes that the Library is a community hub and provides community activities and services for all in attractive, inviting, and accessible physical and virtual spaces.

Effective Management

Effective Management of the Torrance Public Library.

Torrance Public Library is effectively managed in order to maximize available resources, efficiently supervise operations, and provide excellent service to the public.

Create Young Readers: Early Literacy

Children from birth to age five will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen.

Torrance Public Library serves as an open gateway to literacy and the educational world for all children regardless of family background, language, economic disadvantage, or life circumstance.

Community Measures

- Children are ready to read by age 5 (Methodology: Focused conversations with preschool and kindergarten teachers in the City of Torrance)
- Children are successful on kindergarten assessment tests (Methodology: Communication with Torrance schools, assessment of Library early literacy programs and services against the California Department of Education Prekindergarten Learning and Development Guidelines)

Library Service Indicators

Collections:

Picture book circulation
Board book circulation
Beginning easy reader circulation

Programs and Services:

# of Babytime sessions offered
# of children and caregivers attending Babytime
# of Toddlertime sessions offered
# of children and caregivers attending Toddlertime
# of Pajama-Rama and Family Storytime sessions offered
# of children and caregivers attending Pajama-Rama or Family Storytime
# of story/craft programs offered
# of children and caregivers attending story/craft programs
# of Musical Mornings sessions offered
# of children and caregivers attending Musical Mornings
# of pre-readers who register for the Summer Reading Program
# of pre-readers in the Summer Reading Program who reach the program goal
Early Literacy Station session usage

Outreach:

# of Library visits by preschool/daycare classes
# of Staff visits to preschool/daycare classes
# of Staff presentations to parents/caregivers
# of early literacy focused community events with a Library presence

Library Goals

Collections:

Create a minimum of four early literacy focused reading lists for parents and caregivers in 2012-2013

Evaluate beginning easy reader collections; create an in-house, uniform leveling process by July 2013 and implement across all locations by July 2014

Programs and Services:

Add one session of Babytime by fall 2013

Add one session of Toddlertime by spring 2013

Provide one early literacy workshop for parents in 2013

Provide six additional craft programs serving preschoolers in 2013-2014 programming year

Technology

Add Early Literacy Stations or equivalent in all branches by 2014 – funding permitting

Add a touch screen Early Literacy Station or equivalent at Katy Geissert Civic Center Library by 2014 – funding permitting

Outreach

Create an internal directory of Torrance preschools/daycares, assign a Youth Services Librarian to each, and establish contact by December 2012

Create an annual outreach effort to daycares, preschools, and caregivers of children 5 and under by April 2013; implement within one year thereafter

Create networking relationships with agencies serving preschool children with learning disabilities by July 2013

Develop a plan to encourage literacy in prekindergarten youth with developmental or learning disabilities via collections, programs, and services by December 2013

Staff Training

Conduct an early literacy workshop for Youth Services Staff in 2012

Satisfy Curiosity: Lifelong Learning

Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

Torrance Public Library is an essential source of knowledge for the community providing resources for all ages and pursuits. The Library supports lifelong learning through reading, self-directed education, and individual pursuit of knowledge.

Community Measures

- All members of the community will have access to technology, materials, and public programs that will enable their pursuit of knowledge and lead to learning (Methodology: Survey regarding the Library's collection of materials for lifelong interest purposes; the information assistance members of the community receive when looking for information or asking about a topic of personal interest; and frequency of learning something new on desired topic, or learning a new skill as a result of using the Torrance Public Library collections, services, or programs)

Library Service Indicators

Collections:

Circulation of adult non-fiction in all media
# of informational/instructional periodical subscriptions
# of informational/instructional database subscriptions

Programs and Services:

# of lifelong learning related programs for adults
# of adults attending lifelong learning related programs
% of Torrance residents 55 and over with active Torrance Public Library cards
# of people who indicate on a survey that they used the library for lifelong learning
# of software programs available via Torrance Public Library to enhance access to lifelong learning for adults with disabilities
# of reference questions asked on lifelong learning topics of personal interest

Library Goals

Maintain lifelong learning related programs for adults at a minimum of 25 programs per year systemwide in the 2012-2013 and 2013-2014 fiscal years

Assess materials budget against non-fiction in all media and produce a recommendation to the City Librarian for the 2013-2014 fiscal year

Evaluate usage of lifelong learning related databases against cost in 2012-2013; produce a recommendation for any changes to the City Librarian for the 2013-14 fiscal year

Establish contacts and networking relationships with Torrance Adult School, El Camino College, Southern California Regional Occupational Center, and other adult education agencies

Establish contacts and networking relationships with the South Bay Genealogical Society, the Torrance Historical Society, and other agencies serving lifelong learning interests

Stimulate Imagination: Reading, Viewing, and Listening for Pleasure

Residents who want materials to enhance their leisure time will find what they want when and where they want them and will have the help they need to make choices from among the options.

Torrance Public Library offers a broad popular materials collection, in multiple formats, genres, and languages, and ensures access is easy for all ages and abilities.

Community Measures

- Timeliness – Torrance residents will have timely access to a wide variety of current and popular books, articles, and audiovisual materials that enhance their leisure time and stimulate their imagination (Methodology: Sampling of all related indicators)
- Access – Torrance residents will have physical or virtual access to a wide variety of material formats, genres, and languages representative of the needs of the community (Methodology: % of Torrance residents with Torrance Public Library cards, annual patron satisfaction survey in this area)
- Choice – Torrance residents of all ages will be able to find and make informed choices about which materials will best stimulate their imagination (Methodology: Annual patron satisfaction survey in this area)
- Satisfaction – Torrance residents will feel intellectually and emotionally stimulated, and be satisfied with the options for reading, viewing, and listening for pleasure (Methodology: Annual patron satisfaction survey)

Library Service Indicators

Timeliness:

# of days to get recently published materials from delivery to shelf-ready status

# of hours from return to restocking/reshelving for popular Library materials (new books, DVDs, fiction)

Ratio of number of requests for specific Library items to number of copies to fill those requests

# of hours from arrival of a requested item at pickup location to notification of patron

# of hours from new periodicals arriving in Library to being available in public stacks

Access:

# of titles in popular materials collections (fiction, music CDs, popular DVDs, popular magazines)

Circulation of popular materials collections (fiction, bestseller non-fiction, music CDs, popular DVDs)

# of international languages represented in fiction, music, and film
# of items on top 25 of New York Times and Los Angeles Times bestseller lists currently available in the collection
# of Words on Wheels clients
# of external outreach events with Library participation in promoting popular materials

Choice:

# of uses of Novelist
# of reference inquiries for recommendations of fiction, music, and film
# of book discussion groups held
# of readers' advisory/book talks/classes/workshops held
# of author programs held

Satisfaction:

Attendance at book discussions/book talks/classes/workshops focused on selection and evaluation of recreational/popular materials
Audience evaluation of these programs
Circulation of recreational/popular materials (fiction, music, film, eBooks, paperbacks)
Comments posted on public forums such as Yelp, Facebook, etc.

Library Goals

Collections:

Assign professional Staff to monitor trends in publishing and in consumers owning specific models of electronic devices to ensure that the number of items held by the Library in various formats are current and representative of community needs

Produce annual recommendation to City Librarian for changes in formats offered

Measure average amount of time it takes from publication/release date of library materials to shelf-ready status to establish a benchmark for future improvements in acquisitions/processing time

Measure and establish benchmark 2012-2013 fiscal year
Set improvement goal for 2013-2014 fiscal year

Library Programs and Services:

Create a minimum of four original popular materials recommendation lists per year for adults and make publicly available via display and/or online method

Conduct annual survey of book group participants on satisfaction with book group offerings and quality

Create one readers' advisory class taught by Librarians for the public, featuring resources purchased by the Library, such as Novelist, as well as websites available on the Internet, by June 2013

Staff Training:

Conduct a minimum of one training on readers' advisory/popular materials tools for the Staff in 2012 and 2013

Launch a Torrance Public Library presence in a minimum of one new online reading recommendation web or social networking resource by July 2013

Policy:

Survey annually all fees, fines, and other charges relating to popular/recreational materials in relation to what is charged by neighboring public libraries, the cost of service delivery, and the amount of income generated for the Library's budget

Generate recommendations for changes to the City Librarian by July of each year

Evaluate all policies related to access to popular materials in relation to policies of neighboring public libraries, risk vs. reward rationale for each policy, and patron response to each policy

Generate recommendations for changes to the City Librarian by July of each year

Succeed in School: Homework Help

Students will have the resources they need to succeed in school.

Torrance Public Library supports formal K-12 education through collections, services, and environments that serve students of all ages, abilities, and educational goals.

Community Measures

- Torrance elementary, middle and high school Academic Performance Index (API) scores (Methodology: API scores)
- Torrance high school graduation rates (Methodology: California Department of Education statistics)
- Dropout rates for Torrance schools (Methodology: California Department of Education dropout rates by district)
- Acceptance into a trade school, community college, or university by Torrance students (Methodology: Survey of Torrance schools)

Library Service Indicators

Collections:

Circulation of materials to juveniles/students (K-12)
Circulation of materials on assigned school reading lists

Reference Services:

# of sessions using homework/student related databases
# of reference questions related to homework/studies

Homework Assistance:

# of sessions used on Homework Center computers
# of sessions conducted by Homework Helpers
# of students using Homework Helpers
# of online homework help sessions
# of uses of other online homework services

School Support:

# of Torrance Public Library cards issued to first grade students during annual First Grade Outreach
# of class visits to the Library from grades K-12
# of Staff visits to area schools grades K-12
# of Staff visits/meetings to school faculty and PTSA groups
# of meetings/networking opportunities between Torrance Public Library Administration and Torrance Unified School District Administration

Library Goals

Youth Services Staff will review the California Common Core State Standards (adopted by the State Board of Education, August 2010) against the Torrance Public Library collection and services by July 2013

Youth Services Librarians will maintain a minimum of two personal visits per year to each assigned K-12 school in the 2012-2013 and 2013-2014 academic years

Youth Services Staff will host a workshop for homeschool students and parents in 2013

Youth Services staff will conduct an evaluation of all three Homework Centers in 2013 for technology, printing options, and effectiveness

> Youth Services Staff will make recommendations to Library Administration for upgrades/changes by the end of 2013

Youth Services Staff will conduct an evaluation of online homework help services and contracts annually

Library Administration and the Youth Services Supervisor will be in regular contact with the Torrance Unified School District, with a minimum of four joint meetings or personal visits per school year in 2012-2013, and 2013-2014

Youth Services Staff will make a concerted effort to acquire required reading lists from all Torrance schools, and within budget and Collection Development Policy parameters will have a minimum of 80% of the titles in stock within three months of receiving the list

Visit a Comfortable Place: Physical and Virtual Spaces

Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking.

Torrance Public Library recognizes that the Library is a community hub and provides community activities and services for all in attractive, inviting and accessible physical and virtual spaces.

Community Measures

- All members of the community are able to easily navigate through the Library buildings and locate materials and services (Methodology: Patron survey, observation, directional question assessment, ADA compliance)
- Library facilities are clean and safe (Methodology: Fire and safety inspections, custodial standards, complaints)
- All members of the community have access to a physical or virtual environment that suits their needs (Methodology: Patron survey, ADA compliance for webpages, complaints)
- All in the City of Torrance are able to reach and use needed or wanted Library services (Methodology: % of Torrance residents that hold active Torrance Public Library cards)

Library Service Indicators

Physical Spaces:

# of facility open hours
# of visitors to Library facilities
use of study rooms (Katy Geissert Civic Center Library)
use of study carrels (Katy Geissert Civic Center Library)
use of Wayfinder (Katy Geissert Civic Center Library)
# of incidents in Libraries
# of safety related Staff training events
# of new pieces of furniture/equipment purchased for Libraries
use of wireless internet
# of complaints/concerns about facility issues
% of complaints/concerns about facility issues resolved
# of directional questions
# of Standards of Behavior questions
# of work orders placed

Virtual Spaces:

# of Library homepage hits
# of Facebook "likes"
# of social networking channels where Library has a presence

# of complaints/concerns about online presences
% of complaints/concerns resolved

Community Access:
# of Words on Wheels clients
% of Torrance residents with Torrance Public Library cards
use of assistive listening devices for Library programs
use of Accessible Services For Seniors: Information, Systems, Technology (ASSIST) workstations

Library Goals

Staff Training:

Increase Staff training/education on facility safety/incident handling to a minimum of two workshops per year in 2013 and 2014

Complete disaster training requirements for all current Staff by January 2013

Ensure all full-time Staff receive Torrance Police Department training by 2014

Social Networking/Online Services:

Add one virtual interaction capability (eg. digital whiteboards, networked televisions, Skype, etc.) by 2014 – funding permitting

Create Library presence on one additional social networking platform in 2013

Conduct two Staff training workshops on social networking or online presences in 2013

Survey of all Library webpages annually for accuracy and currency

Conduct an analysis of the ASSIST Program and accessible workstations in 2013, and prepare a plan to upgrade those services in 2014

Create and adopt a Technology Master Plan by July 2014

Library Facilities:

Increase volunteer docent/greeter program by 10% in 2013

Conduct assessment and evaluation of Library signage by July 2013

Decrease reported issues on annual facility safety inspections by minimum of 5% per year in 2013 and 2014

Complete ADA compliance project for Walteria Library and Henderson Library in 2012

Complete ADA compliance project for El Retiro Library and Southeast Library in 2013

Investigate adding digital door counters to all locations in 2012 to capture peak periods of use – funding permitting

Create and adopt a Facility Master Plan by July 2014

Effective Management

Effective Management of the Torrance Public Library.

Torrance Public Library is effectively managed in order to maximize available resources, efficiently supervise operations, and provide excellent service to the public.

Community Measures

- Diligent management and oversight of the Torrance Public Library budget (Methodology: Budget assessment by the Senior Business Manager and Community Services Director)
- Allocation of resources – human, materials, facilities, equipment, and technology – appropriate to meet the needs of the public (Methodology: Accomplishment of Library Goals)
- Consistent oversight of policy development and implementation (Methodology: Staff training on policy and policy implementation, regular review of existing policies)
- Continuing coordination of efforts across the Community Services Department, with City Departments, with Library support groups, among public libraries, and with outside agencies (Methodology: Regular, focused conversations with the above groups; completion of Key Performance Indicators (KPIs) for the City's Strategic Plan)
- Appropriate handling of incidents and emergencies (Methodology: Staff training on incidents and emergencies, coordination of policies and procedures with the Torrance Police and Torrance Fire Departments)
- Disaster and recovery preparedness (Methodology: Annual review of disaster plan, disaster training, Area Disaster Center (ADC) training)
- Effective public relations and outreach (Methodology: Public awareness of Library resources and services)
- Leadership development, career advancement, and succession planning (Methodology: Staff passing exams for promotion, Staff accomplishing professional development goals, Staff survey indicating satisfaction with administrative support for professional development)

Library Service Indicators

Budget:

# of days after start of fiscal year to development of internal materials budget allocations to Librarians
# of pay adjustments required
# of contracts launched, tracked, and managed
# of competitive quote or bid processes launched, tracked, and managed

# of alternative funding and grant opportunities considered/applied for/received
Amount of funding for Library collections, programs, and services received from outside sources

Resource Allocation:
# of citizen comments/complaints regarding Library services
% of citizen comments/complaints resolved
# of Personnel Requisitions and Personnel Action Forms completed
# of exams for Library positions offered
# of employees hired/promoted

Policy:
# of Library policies developed or revised
# of Library policies or policy questions sent to City Attorney for review
# of citizen complaints/concerns regarding Library policy
% of citizen complaints/concerns resolved

Coordination:
# of required reports to outside agencies completed (eg. California State Library report, grant reports, Public Library Data Service report)
Participation by Staff in cross-Departmental committees and teams (eg. Safety Team, Volunteer Dinner committee)
Attendance of Library Administrators at meetings of the Friends of the Torrance Library and the Torrance Public Library Foundation
Participation by Staff in outside professional organizations or groups

Incident and Emergency Handling:
# of incidents in Libraries
% of incidents requiring corrective action or Staff follow-up
# of hours of security guard coverage
% of total open hours of security guard coverage
# of calls to public safety/emergency responders to handle Library incidents/emergencies
# of Staff training opportunities regarding handling incidents or emergencies
# of Staff trained on handling incidents or emergencies

Disaster Preparedness:
# of facilities safety and fire inspections
# of issues identified on facilities fire and safety inspections
% of Staff up to date on completing required disaster training
# of Staff trained on ADC responsibilities

Public Relations:

# of public events in the City of Torrance with a Library presence
# of Library informational brochures, flyers, and press releases produced
#of group meetings for which Library sends a speaker or representative
# of social networking areas where Library has a presence
# of articles about Library events or activities in local press

Leadership Development:

# of Staff training sessions held in house
% of Staff participating in training sessions held in house
# of Staff attending outside training opportunities
# of Staff participating in City and professional leadership development opportunities (eg. Leadership Torrance, Eureka Leadership, Public Library Association Leadership Institute)
% of performance evaluations completed on time
# of Staff participating in move-up or temporary appointment opportunities

Library Goals

Disaster Preparation:

Staff will complete required disaster training by December 2012

Conduct an Area Disaster Center drill at the El Retiro Library in 2012

Incident and Emergency Handling:

Conduct annual Staff training on completing incident reports

Continue administrative review of all incident reports in 2013

Budget:

City Librarian and Library Administration will assess staffing against Plan of Service in 2012 and make staffing recommendations to the Community Services Director by spring 2013

Librarians will assess Library materials budget against the Plan of Service and make recommendations to the City Librarian for changes on an annual basis

Policy:

Complete revision of the Standards of Behavior in 2012

Conduct a review of internal policies by July 2013

Update Indicators and Goals of the Plan of Service and bring before Library Commission for review on an annual basis

Coordination:

Bring all assigned KPIs for the City's Strategic Plan to current by December 2012

Reestablish Library liaison to the City of Torrance Commission on Aging by the end of 2012

Establish a Library liaison to the City of Torrance Parks and Recreation Commission by the end of 2013

Complete the State Library Report on time on an annual basis

Complete the Public Library Data Service report on time on an annual basis

Public Relations

Produce a Library annual report by September 2013

Design and print a new Torrance Public Library card by January 2013

Form a team to develop Library Centennial Celebrations by October 2012

Have a Library presence at a minimum of four community events in the 2012-2013 fiscal year

Leadership Development:

Send Staff to the California Library Association conference in San Jose, November 2012

Assess benefits of institutional membership in the California Library Association and the Urban Libraries Council by July 2013

Develop internal leadership support program by July 2013

Add a minimum of 35 new titles to the Professional Collection in the 2012-2013 fiscal year

Send a minimum of two Staff to City of Torrance supervisory training in the 2012-2013 fiscal year

Library Goals
2012

Collection: Create a minimum of four early literacy focused reading lists for parents and caregivers.	Create Young Readers: Early Literacy	No funding needed
Outreach: Create an internal directory of Torrance preschools / daycares, assign a Youth Services Librarian to each, and establish contact by December	Create Young Readers: Early Literacy	Within current resources
Staff Training: Conduct an early literacy workshop for Youth Services Staff	Create Young Readers: Early Literacy	Within current resources
Maintain lifelong learning related programs for adults at a mimimum of 25 programs per year systemwide	**Satisfy Curiosity: Lifelong Learning**	**Funding needed: Friends of the Torrance Library**
Evaluate usage of lifelong learning related databases against cost	Satisfy Curiosity: Lifelong Learning	Within current resources
Establish contacts and networking relationships with Torrance Adult School, El Camino Collece, Southern California Regional Occupational Center, and other adult agencies	Satisfy Curiosity: Lifelong Learning	No funding needed
Establish contacts and networking relationships with South Bay Genealogical Society, the Torrance Historical Society, and other agencies serving lifelong learning interests.	Satisfy Curiosity: Lifelong Learning	No funding needed
Collections: Assign professional Staff to monitor trends in publishing and in consumers owning specific models of electronic devices to ensure that the number of items held by the library in various formats are current and representative of community needs. Produce annual recommendation to City Librarian for changes in formats offered.	Stimulate Imagination: Reading, Viewing, and Listening for Pleasure	No funding needed
Collections: Measure average amount of time it takes from publication / release date of library materials to shelf-ready status to establish a benchmark for future improvements in acquisitions / processing time. Measure and establish benchmark.	Stimulate Imagination: Reading, Viewing, and Listening for Pleasure	Within current resources / possible intern
Library Programs and Services: Create a minimum of four original popular materials recommendations lists per year for adults to make publicly available via display and / or online method.	Stimulate Imagination: Reading, Viewing, and Listening for Pleasure	Within current resources / possible intern
Library Programs and Services: Conduct annual survey of book group participants on satisfaction with book group offerings and quality.	Stimulate Imagination: Reading, Viewing, and Listening for Pleasure	Within current resources

Library Goals
2012

Staff Training: Conduct a minimum of one training on readers' advisory / popular materials tools for the Staff	Stimulate Imagination: Reading, Viewing, and Listening for Pleasure	Within current resources
Policy: Survey annually all fees, fines and other charges relating to popular / recreational materials in relation to what is charged by neighboring public libraries, the cost of service delivery, and the amount of income generated for the Library's budget. Generate recommendations for changes to the City Librarian by July.	Stimulate Imagination: Reading, Viewing, and Listening for Pleasure	Within current resources
Policy: Evaluate all policies related to access to popular materials in relation to policies of neighboring public libraries, risk vs. reward rationale for each policy, and patron response to each policy. Generate recommenations for changes to the City Librarian by July.	Stimulate Imagination: Reading, Viewing, and Listening for Pleasure	Within current resources
Youth Services Librarians will maintain a minimum of two personal visits per year to each assigned K - 12 school.	Succeed in School: Homework Help	Within current resources
Youth Services Staff will conduct an evaluation of online homework help services and contracts	Succeed in School: Homework Help	Within current resources
Library Administration and the Youth Services Supervisor will be in regular contact with the Torrance Unified School District, with a minimum of four joint meetings or personal visits per school year	Succeed in School: Homework Help	No funding needed
Youth Services Staff will make a concerted effort to acquire required reading lists from all Torrance schools, and within budget and Collection Development Policy parameters will have a minimum of 80% of the titles in stock within three months of receiving the list.	Succeed in School: Homework Help	Within current resources
Social Networking / Online Services: Survey of all Library webpages for accuracy and currency	Visit a Comfortable Place: Physical and Virtual Space	No funding needed
Library Facilities: Complete ADA compliance project for Walteria Library and Henderson Library	Visit a Comfortable Place: Physical and Virtual Space	General Services / Capital funding
Investigate adding digital door counters to all locations to capture peak periods of use.	**Visit a Comfortable Place: Physical and Virtual Space**	**Funding needed: Operational budget**
Disaster Preparation: Staff will complete required disaster training by December	Effective Management	Within current resources
Disaster Preparation: Conduct an Area Disaster drill at the El Retiro Library	Effective Management	Within current resources

Library Goals
2012

Incident and Emergency Handling: Conduct staff training on completing incident reports	Effective Management	Within current resources
Budget: City Librarian and Library Administration will assess staffing against Plan of Service	Effective Management	Within current resources, possible intern help
Budget: Librarians will assess Library materials buget agains the Plan of Service and make recommendations to the City Librarian for changes	Effective Management	Within current resources
Policy: Complete review on of the Standards of Behavior	Effective Management	Within current resources
Policy: Update indicators and Goals of the Plan of Service and bring before Library Commission for review	Effective Management	No funding needed
Coordination: Bring all assigned KPIs for the City's Strategic Plan to current by December	**Effective Management**	**Funding needed: Operational budget**
Coordination: Reestablish Library liaison to the City of Torrance Commission on Aging by the end of the year	Effective Management	Within current resources
Coordination: Complete the State Library Report on time	Effective Management	Within current resources
Coordination: complete the Public Data Service Report on time	Effective Management	Within current resources
Public Relations: Form a team to develop Library Centennial Celebrations by October	Effective Management	Within current resources
Public Relations: Have a Library presence at a minimum of four community events	Effective Management	Within current resources
Leadership Development: Send staff to the California Library Association conference in San Jose in November	Effective Management	Within current resources
Leadership Development: Add a minimum of 35 new titles to the Professional Collection	Effective Management	Within current resources
Leadership Development: Send a minimum of two Staff to City of Torrance supervisory training	Effective Management	Within current resources

Library Goals
2013

Collections: Create a minimum of four early literacy focused reading lists for parents and caregivers.	Create Young Readers: Early Literacy	No funding needed
Collections: Evaluate beginning easy reader collections; create an in-house, uniform leveling process by July.	Create Young Readers: Early Literacy	No funding needed
Programs and Services: Add one session of Babytime by fall.	Create Young Readers: Early Literacy	Within current resources
Programs and Services: Add one session of Toddlertime by spring.	Create Young Readers: Early Literacy	Within current resources
Programs and Services: Provide one early literacy worshop for parents.	**Create Young Readers: Early Literacy**	**Funding needed: Grant**
Programs and Services: Provide six additional craft programs serving preschoolers.	**Create Young Readers: Early Literacy**	**Funding needed: Friends of the Torrance Library**
Outreach: Create an outreach effort to daycares, preschool, and caregivers of children 5 and under by April.	Create Young Readers: Early Literacy	Within current resources
Outreach: Create networking relationships with agencies serving preschool children with learning disabilities by July	Create Young Readers: Early Literacy	No funding needed
Outreach: Develop a plan to encourage literacy in prekindergarten youth with developmental or learning disabilities via collections, programs, and services by December.	Create Young Readers: Early Literacy	Within current resources
Maintain lifelong learning related programs for adults at a minimum of 25 programs per year systemwide.	**Satisfy Curiosity: Lifelong Learning**	**Funding needed: Friends of the Torrance Library**
Assess materials budget agains non-fiction in all media and produce a recommentation to the City Librarian	Satisfy Curiosity: Lifelong Learning	No funding needed
Evaluate useage of lifelong learning related databases against cost and produce a recommendation for any changes to the City Librarian.	Satisfy Curiosity: Lifelong Learning	No funding needed
Establish contacts and networking relationships with Torrance Adult School, El Camino College, Southern California Regional Occupational Center, and other adule education agencies.	Satisfy Curiosity: Lifelong Learning	No funding needed
Establish contacts and networking relationships with the South Bay Genealogical Society, the Torrance Historical Society, and other agencies serving lifelong learning interests.	Satisfy Curiosity: Lifelong Learning	No funding needed

Library Goals
2013

Collections: Assign professional Staff to monitor trends in publishing and in consumers owning specific models of electronic devises to ensure that the number of items held by the Library in various formats are current and represtative of community needs. Produce recommendation to City Librarian for changes inf formats offered	Stimulate Imagination: Reading, Viewing, and Listening for Pleasure	No funding needed
Collections: Measure average amount of time it takes from publication / release date of library materials to shelf-ready status to establish a benchmark for future improvements in acquisitions / precessing time. Measure and establish benchmark. Set improvement goal.	Stimulate Imagination: Reading, Viewing, and Listening for Pleasure	Within current resources
Library Programs and Services: Create a minimum of four original popular materials recommentation lists per year for adults and make publicly available via display and/or online method.	Stimulate Imagination: Reading, Viewing, and Listening for Pleasure	Within current resources
Library Programs and Services: Conduct survey of book group participation on satisfaction with book group offerings and quality.	Stimulate Imagination: Reading, Viewing, and Listening for Pleasure	Within current resources
Library Programs and Services: Create one readers' advisory class taught by Librarians for the public, featuring resources purchased by the Library, such as Novelist, as well as websites available on the Internet by June.	**Stimulate Imagination: Reading, Viewing, and Listening for Pleasure**	**Funding needed: Grant**
Staff Training: Conduct a minimum of one training on readers' advisory / popular materials tools for the Staff.	**Stimulate Imagination: Reading, Viewing, and**	**Funding needed: Grant**
Staff Training: Launch a Torrance Public Library presence in a minimum of one new online reading recommendation web or social networking resource by July.	Stimulate Imagination: Reading, Viewing, and Listening for Pleasure	Within current resources
Policy: Survey all fees, fines, and other charges relating to popular / recreational materials in relation to what is charged by neighboring public libraries, the cost of the service delivery, and the amount of income generated for the Library's budget. Generate recommendations for cahnges to the City Librarian by July.	Stimulate Imagination: Reading, Viewing, and Listening for Pleasure	Within current resources
Policy: Evaluate all policies related to access to popular materials in relation to policies of neighboring public libraries, risk vs. reward rationale for each policy, and patron response to each policy. Generate recommendations for changes to the City Librarian by July.	Stimulate Imagination: Reading, Viewing, and Listening for Pleasure	Within current resources
Youth Services staff will review the California Common Core State Standards (adopted by the State Board of Education, August 2010) against the Torrance Public Library collection and services by July.	Succeed in School: Homework Help	Within current resources

Library Goals
2013

Youth Services Librarians will maintain a minimum of two personal visits per year to each assigned K-12 school.	Succeed in School: Homework Help	Within current resources
Youth Services Staff will host a workshop for homeschool students and parents.	Succeed in School: Homework Help	Within current resources
Youth Services Staff will conduct an evaluation of all three Homework Centers for technology, printing options and effectiveness. Youth Services Staff will make recommencations to Library Administration for upgrades / changes by the end of the year.	Succeed in School: Homework Help	Within current resources
Youth Services Staff will conduct an evaluation of online homework help services and contracts.	Succeed in School: Homework Help	Within current resources
Library Administration and the Youth Services Supervisor will be in regular contact with Torrance Unified School District, with a minimum of four joint meetings or personal visits per school year.	Succeed in School: Homework Help	Within current resources
Youth Services Staff will make a concerted effort to acquire required reading lists from all Torrance Schools, within budget and Collection Development Policy from parameters will have a minimum of 80% of the titles in stock within three months of receiving the list.	Succeed in School: Homework Help	Within current resources
Staff Training: Increase Staff training / education of facility safety / incident handling to a minimum of two workshops per year.	Visit a Comfortable Place: Physical and Virtual Spaces	Within current resources
Staff Training: Complete disaster training requirements for all current Staff by January.	Visit a Comfortable Place: Physical and Virtual Spaces	Within current resources
Social Networking / Online Services: Create Library presence on on additional social networking platform.	Visit a Comfortable Place: Physical and Virtual Spaces	Within current resources
Social Networking / Online Services: Conduct two Staff training workshops on social networking or online presences.	**Visit a Comfortable Place: Physical and Virtual Spaces**	**Funding needed: Grant**
Social Networking / Online Services: Survey of all Library webpages for accuracy and currency.	Visit a Comfortable Place: Physical and Virtual Spaces	Within current resources
Social Networking / Online Services: Conduct an analysis of the ASSIST Program and accessible workstations.	Visit a Comfortable Place: Physical and Virtual Spaces	Within current resources
Library Facilities: Increase volunteer docent / greeter program by 10%	Visit a Comfortable Place: Physical and Virtual Spaces	Within current resources
Library Facilities: Conduct assessment and evaluation of Library signage by July	**Visit a Comfortable Place: Physical and Virtual Spaces**	**Funding needed: Grant / Intern**
Library Facilities: Decrease reported issues on annual facility safety inspections by minimum of 5% per year.	Visit a Comfortable Place: Physical and Virtual Spaces	Within current resources

Library Goals
2013

Library Facilities: Complete ADA compliance project for El Retiro Library and Southeast Library.	Visit a Comfortable Place: Physical and Virtual Spaces	General Services Capital Budget
Incident and Emergency Handling: Conduct Staff training on completing incident reports.	Effective Management	Within current resources
Incident and Emergency Handling: Continue administrative review of all incident reports.	Effective Management	Within current resources
Budget: City Librarian and Library Administration will make staffing recommendations to the Community Servcies Director by spring based on the Plan of Service assessment in 2012.	Effective Management	Within current resources
Budget: Librarians will assess Library materials budget agains the Plan of Service and make recommendations to the City Librarian for changes.	Effective Management	Within current resources
Policy: Conduct a review of internal policies by July.	Effective Management	Within current resources
Policy: Update indicators and Goals of the Plan of Service and bring before Library Commission for review.	Effective Management	Within current resources
Coordination: Establish a Library liasion to the City of Torrance Parks and Recreation Commission by the end of the year.	Effective Management	Within current resources
Coordination: Complete the State Library Report on time.	Effective Management	Within current resources
Coordination: Complete the Public Library Data Service Report on time.	Effective Management	Within current resources
Public Relations: Produce a Library annual report by September.	Effective Management	Within current resources
Public Relations: Design and print a new Torrance Public Library card by January.	Effective Management	Within current resources
Public Relations: Have a Library presence at a minimum of four community events.	Effective Management	Within current resources
Leadership Development: Assess benefits of institutional membership in the California Library Association and Urban Libraries Council by July.	Effective Management	Within current resources
Leadership Development: Develop internal leadership support program by July.	Effective Management	Within current resources
Leadership Development: Add a minimum of 35 new titles to the Professional Collection.	**Effective Management**	**Funding needed: Operational budget**

Library Goals
2013

Leadership Development: Send a minimum of two Staff to City of Torrance supervisory training.	Effective Management	Within current resources

Library Goals
2014

Collections: By July, implement across all locations beginning easy reader collections; an in-house, uniform leveling process.	Create Young Readers: Early Literacy	Within current resources
Programs and Services: Provide six additional craft programs serving preschoolers.	Create Young Readers: Early Literacy	Within current resources
Technology: Add Early Literacy Stations or equivalent in all library branches.	**Create Young Readers: Early Literacy**	**Funding needed: Friends of the Torrance Library**
Technology: Add a touch screen Early Literacy Station or equivalent at Katy Geissert Civic Center Library.	**Create Young Readers: Early Literacy**	**Funding needed: Friends of the Torrance Library**
Outreach: Implement outreach effort to daycares, preschool, and caregivers of children 5 and under.	Create Young Readers: Early Literacy	Within current resources
Maintain lifelong learning related programs for adults at a minimum of 25 programs per year systemwide.	**Satisfy Curiosity: Lifelong Learning**	**Funding needed: Friends of the Torrance Library**
Assess materials budget against non-fiction in all media and produce a recommendation to the City Librarian.	Satisfy Curiosity: Lifelong Learning	Within current resources
Produce a recommendation for any changes to the lifelong learning databases against cost to the City Librarian.	Satisfy Curiosity: Lifelong Learning	Within current resources
Establish contacts and networking relationships with Torrance Adult School, El Camino College, Souther California Regional Occupational Center, and other adult education agencies.	Satisfy Curiosity: Lifelong Learning	Within current resources
Establish contacts and networking relationships with South Bay Genealogical Society, the Torrance Historical Society, and other agencies serving lifelong learning interests.	Satisfy Curiosity: Lifelong Learning	Within current resources
Collections: Assign professional Staff to monitor trends in publishing and in consumers owning specific models of electronic devices to ensure that the number of items held at the Library in various formats are current and representative of community needs. Produce recommendation to City Librarian to changes in formats offered.	Stimulate Imagination: Reading, Viewing and Listening for Pleasure	Within current resources
Library Programs and Services: Create a minimum of four original popular materials recommendation lists per year for adults and make publicly available via display and / or online method.	Stimulate Imagination: Reading, Viewing and Listening for Pleasure	Within current resources

Library Goals
2014

Library Programs and Services: Conduct survey of book group participants on satisfaction with book group offerings and quality.	Stimulate Imagination: Reading, Viewing and Listening for Pleasure	Within current resources
Policy: Survey all fees, fines, and other charges relating to popular / recreational materials in relation to what is charged by neighboring public libraries, the cost of service delivery, and the amount of income generated for the Library's budget. Fenerate recommendations for changes to the City Librarian by July.	Stimulate Imagination: Reading, Viewing and Listening for Pleasure	Within current resources
Policy: Evaluate all policies related to access to popular materials in relation to policies of neighboring public libraries, risk vs. reward rationale for each policy, and patron response to each policy. Generate recommendations for changes to the City Librarian by July.	Stimulate Imagination: Reading, Viewing and Listening for Pleasure	Within current resources
Youth Services Librarians will maintain a minimum of two personal visits per year to each assigned K - 12 school.	Succeed in School: Homework Help	Within current resources
Youth Services Staff will conduct an evaluation of online homework help services and contracts.	Succeed in School: Homework Help	Within current resources
Library Administration and the Youth Services Supervisor will be in regular contact with the Torrance Unified School District, with a minimum of four joint meetings or personal visits per school year.	Succeed in School: Homework Help	Within current resources
Youth Services Staff will make a concerted effort to acquire required reading lists from all Torrance schools, and within budget and Collection Development Policy parameters will have a minimum of 80% of the titles in stock within three months of receiving the list.	Succeed in School: Homework Help	Within current resources
Staff Training: Maintain Staff training / education on facility safety / incident handling to a minimum of two workshops per year.	**Visit a Comfortable Place: Pnysical and Virtual Spaces**	**Funding needed: Grant**
Staff Training: Ensure all full-time Staff receive Torrance Police Department training.	Visit a Comfortable Place: Pnysical and Virtual Spaces	Within current resources
Social Networking / Online Services: Add one virtual interaction capability (eg. Digital whiteboards, networked televisions, Skype, etc.)	Visit a Comfortable Place: Pnysical and Virtual Spaces	Funding needed
Social Networking / Online Services: Survey of all Library webpages for accuracy and currency	Visit a Comfortable Place: Pnysical and Virtual Spaces	Within current resources
Social Networking / Online Services: Implement plan to upgrage the ASSIST program and accessible workstations.	**Visit a Comfortable Place: Pnysical and Virtual Spaces**	**Funding needed: Grant**
Social Networking / Online Services: Create and adopt a Technology Master Plan by July.	**Visit a Comfortable Place: Pnysical and Virtual Spaces**	**Funding needed: Grant / Intern**

Library Goals
2014

Library Facilities: Decrease reported issues on annual facility safety inspections by minimum of 5%.	Visit a Comfortable Place: Pnysical and Virtual Spaces	Within current resources
Library Facilities: Create and adopt a Facility Master Plan by July.	**Visit a Comfortable Place: Pnysical and Virtual Spaces**	**Funding needed: Grant**
Incident and Emergency Handling: Conduct Staff training on completing incident reports.	Effective Management	Within current resources
Budget: Librarians will assess Library materials budget agains the Plan of Service and make recommendations to the City Librarian for changes.	Effective Management	Within current resources
Policy: Update indicators and Goals of the Plan of Service and bring before Library Commission for review.	Effective Management	Within current resources
Coordination: Complete the State Library Report on time.	Effective Management	Within current resources
Coordination: complete the Public Library Data Service Report on time.	Effective Management	Within current resources

Implementation Plan

The Plan of Service Indicators will be tracked beginning in July 2012. The Indicators will be rolled into existing internal monthly, quarterly, or annual report processes.

All Goals will be assigned a lead Staff member, and accompanying manager, by October 2012. The lead Staff member will report progress with their quarterly work unit reports to Library Administration.

Progress toward Goals will be reviewed by the Library Supervisors on a regular basis, at a minimum with the quarterly reports.

Community Measures will be analyzed annually by the City Librarian, working with community groups and outside organizations.

Reporting and Documentation Plan

Six of ten Library work units currently do quarterly reporting to Library Administration. The other four will be assigned quarterly reporting responsibilities starting in July 2012. Quarterly reports will continue to be a statistical activity summary and narrative report from the work unit supervisor submitted to Library Administration one month after the end of each quarter. All quarterly reports will get the added section of reporting on the specific Indicators, along with the Goals assigned to that work unit.

Quarterly reports will be reviewed by Library Administration, and a quarterly summary for the Library Services Division will be prepared by the City Librarian for review by the Community Services Director and the Library Commission.

The City Librarian will prepare an annual report for the Library Services Division, beginning with the first year of implementation (July 2013). This report will be shared with the Library Commission, produced in a printed pamphlet, and published on the Library's website. This report will indicate statistical activity, significant changes or trends in library services, and progress toward reaching the Goals.

Indicators can change at any time in the Plan, as technology, services, and resources change. These changes will be recommended to the City Librarian by the Library Supervisors. Goals will be revised each year by Library Administration, and the Library Supervisors. These recommended changes will be reviewed by the Community Services Director.

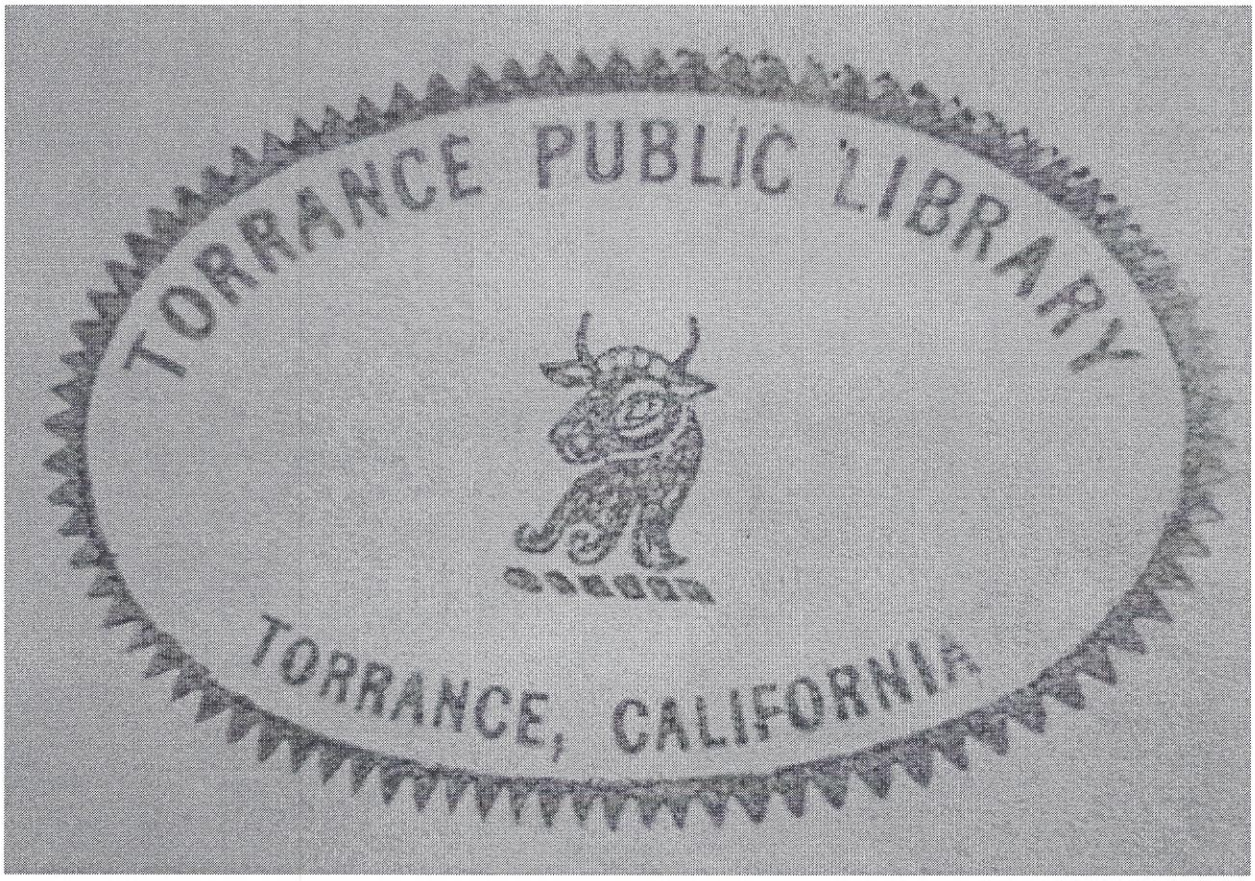
Appendix A

Library History

The Torrance Public Library: A Century of Service

Michael C.C. George

2012

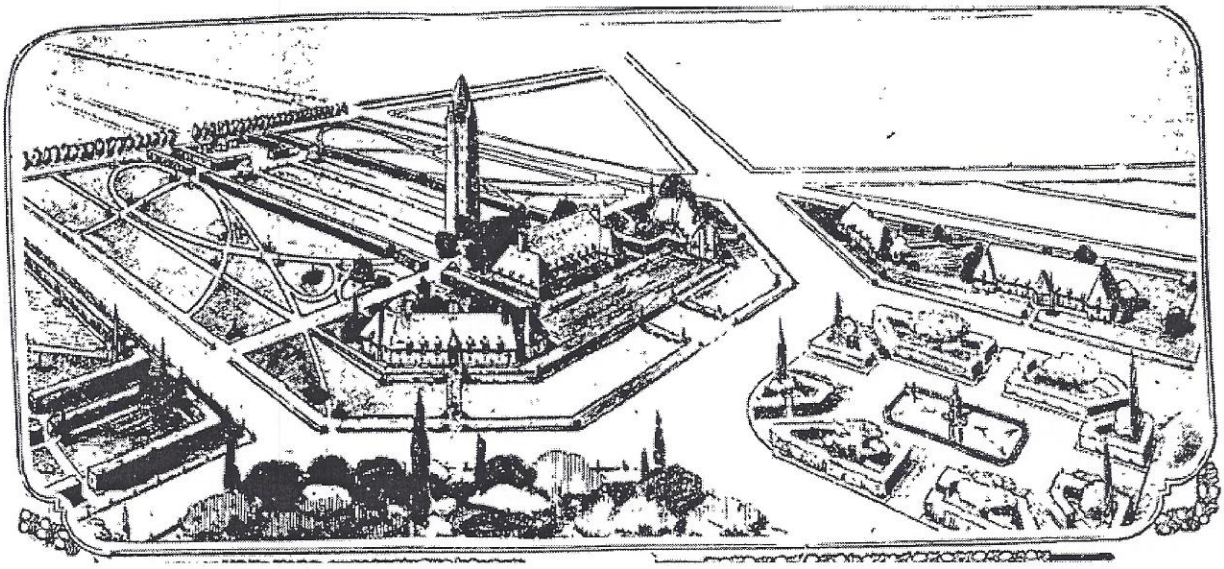


For ninety-nine years, there has been a public library in Torrance serving the educational, informational, recreational, and cultural needs of this diverse community. An "imposing $30,000 ...library [is] well under way" screamed a January 1914 Torrance Herald headline. The people of Torrance had to wait over two decades for their handsome public library but they did not have to wait for library services. Starting humbly out of the front parlor of Mrs. Isabel Henderson's Gramercy Street bungalow, the Torrance Public Library would grow to be the largest library systems in the South Bay.

"While plans have been made for a handsome public library for our city, our enterprising people are not content to wait for its completion, but have already started a library ... under the competent charge of Mrs. Isabel Henderson," reported the Torrance Herald. Mrs. Isabel Henderson traveled west on the invitation of her cousin, Jared Sidney Torrance. Mr. Torrance, then planning his "Model Industrial Community", thought that such a community needed to "enjoy an environment which will make for good health, good morals, and

industrial welfare and prosperity" (J.S. Torrance, 1916) As Andrew Carnegie put it, "A library outranks any other one thing a community can do to benefit its people." Mr. Torrance, his partners and planners agreed and an impressive civic center was planned with a library as one of its focal points. Frederic Law Olmsted Jr., the city planner, wished to place this civic center at the end of El Prado where Torrance High now stands. Such ambitious plans were not to be as a recession and war hit the planning hard. While streetscapes, landscaping and other infrastructure were installed, the library was left to start in more humble circumstances.

Proposed Civic and Social Center for Dwellers in Model Industrial Community.



Birdseye view of town square at Torrance, from perspective drawing of architect.

Los Angeles Times, 10/27/2012
Proposal for the Torrance Civic Center, 1912. Originally to be situated at the end of El Prado, where Torrance High now stands, the impressive center was to include gardens, civic offices and, of course, a library

Mrs. Isabel Henderson came out west in 1913 to help establish "some social and cultural outlets in the infant city." A remarkable woman, Mrs. Henderson was a charter member of the Torrance Women's Club, hard working Red Cross volunteer during WWI, and "an ardent individualist, a keen observer of the times, an astute world traveler" (address on the dedication of the Post Ave. Library, 1936) Mr. Torrance and his partners contributed about 300 books and 18 magazine subscriptions to her parlor library. Across the street from Mrs. Henderson lived Albert Isen, future Mayor of Torrance and the first Torrance Public Library card holder. Mr. Isen could visit the library on Tuesday and Thursday from 2 to 4 p.m. and from 7 to 9 p.m. The library's hours, as well as the

collections, programs, and services would expand greatly in the coming decades.

Mrs. Henderson's Library circ. 1914.

The first book bought for the Torrance Public Library was a good example of the morally uplifting works available to the youth of Torrance at that time – *Turn of the Road* by Eugenia Brooks Frothingham "the story of a singer, her absorption in her art and of the strong willed, self reliant man who would marry her." Also present where *The Hound of the Baskervilles*, *The Perils of Pauline*, and a rip roaring Kit Carson adventure. The first book in a foreign language was not in Spanish; it was in French, the language of culture, travel and education.

The Torrance Public Library, as an independent entity, was short-lived. In 1914, less than a year after the library was established, it was taken over by the newly established Los Angeles County Library and would remain in the County system for over fifty years. Being associated with a much larger system was a boon for the citizens of Torrance. The six hundred or so residents could borrow books from any County library and have those books delivered to Mrs. Henderson's parlor.

In the first six months of operation, the County increased the collection by over fifty percent.

After an initial slump, the city started to prosper and grow. From inception to 1936 the City grew from one square mile to almost twenty and the library soon outgrew Mrs. Henderson's parlor. The library moved first to an unused school building, than to the offices of the Dominguez Land Company, and finally to a permanent home on El Prado.

After ten years of County operation, the Torrance Public Library consisted of 3,096 books and 1,440 card holders. In other words, half the population of Torrance in 1924 had library cards.

1935 was a seminal year for Torrance, with the City gearing up to celebrate its 25th anniversary, planning its new civic center, and creating an independent municipal library. Councilman Klusman made the motion to adopt city ordinance number 267, "Ordinance of the City of Torrance Establishing a Free Municipal Library." The ordinance established a five member Board of Library Trustees, the forerunner of today's Library Commission. The ordinance also made Torrance an independent library only in name. Immediately after this ordinance was passed, Torrance entered into a contract agreement with the Los Angeles County Library. Under this agreement, the City would be responsible for the

library buildings while the Los Angeles County Library would provide the books and personnel. The agreement allowed Torrance to save on its library allocation and would, with some modifications, be in force until 1968.

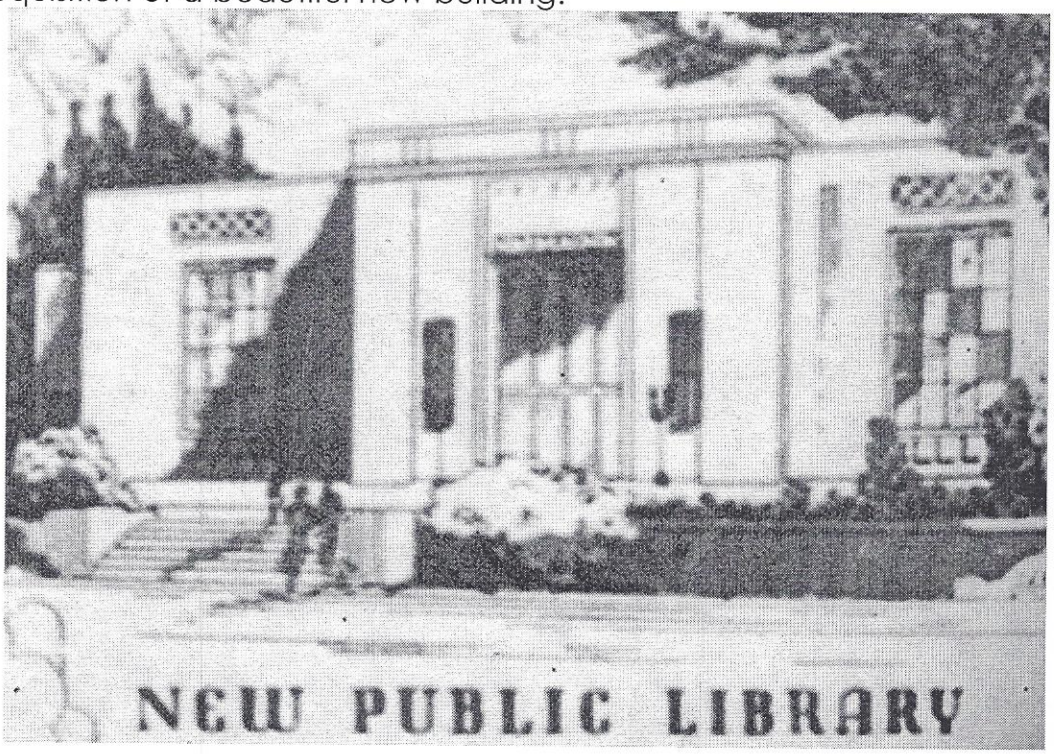
1935 also saw a new generation of leadership at the Torrance Public Library. Mrs. Henderson retired to be replaced by her daughter, Mrs. Dorothy Jamison. Mrs. Jamison would continue as Torrance City Librarian until 1957 when she was promoted to head of the Los Angeles County South Bay Region Libraries. Mrs. Jamison was also a founding member of the Friends of the Torrance Library another significant part of the Library as we know it today.

Three generations of Torrance Librarians are represented in this 1967 Torrance Herald photo. Mr. Russell West, newly appointed City Librarian; Mrs. Dorothy Jamison, second City Librarian and daughter to first City Librarian, Isabel Henderson; and on the far right, Harold Umbarger, last City Librarian under the County.

In 1936, with WPA (Works Project Administration) funds (call it stimulus 1930s style) Torrance built its new civic center consisting of a new city hall, city auditorium and the first purpose built Torrance Public Library building. The library on Post Avenue would continue to be the main library in Torrance, and indeed for the Los Angeles County system in the South Bay, for more than thirty-five years.

At the dedication of the new library, Mrs. Vogleson, County Librarian, said, "With the hope of a beautiful library building ... Mrs. Isabel Henderson ... sees her dream of many years coming true... I believe the citizens of Torrance also wish

to join in this acknowledgement of the devoted years of service which Mrs. Henderson has given so effectively and which are now about to be crowned by the acquisition of a beautiful new building."

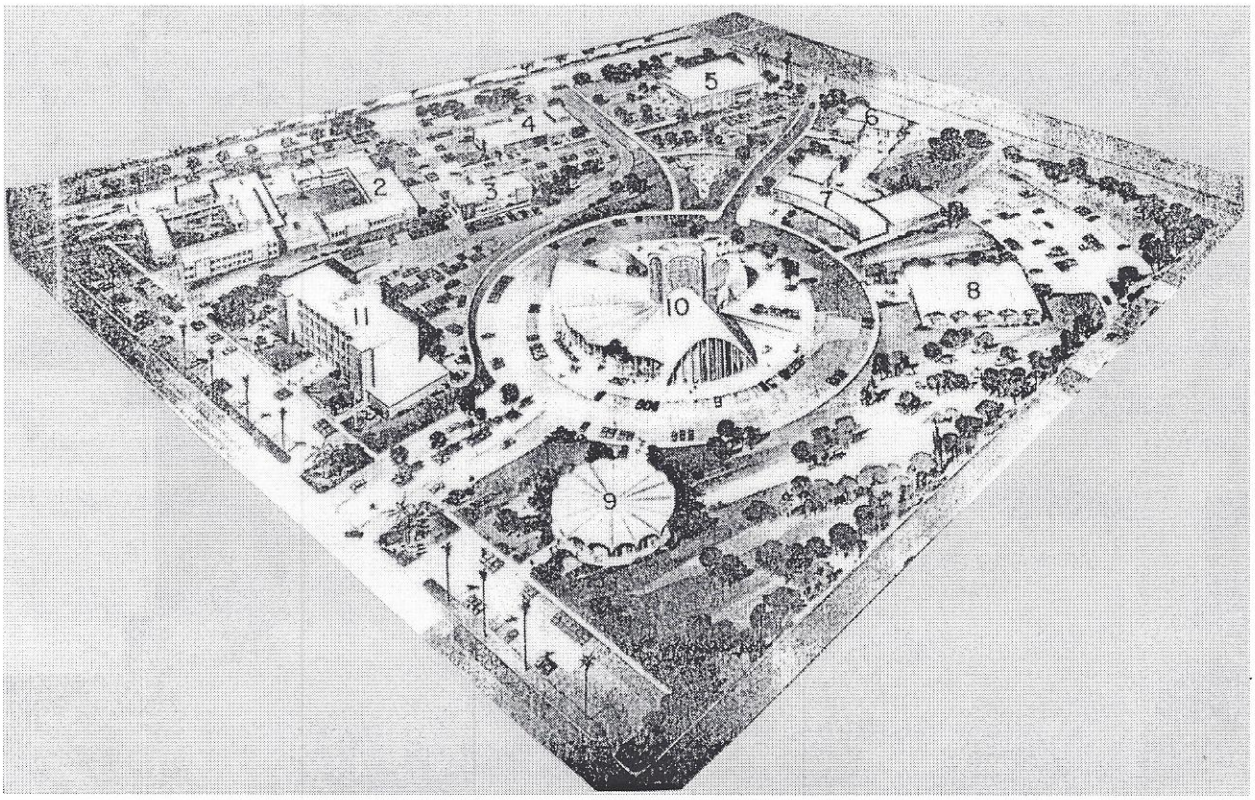


Just a year after the dedication of the Post Avenue library, Walteria became the first community to be served by a branch library. The aptly named Margret Mitchell was the first Librarian of the branch. Originally the branch was near the intersection of Hawthorne and Via Valmonte. The branch was moved when it was totaled by a Chevy coming down Hawthorne. During the time of county control three more branches would be added to the system.

1956 was another big year for Torrance. In December came the announcement that the City was awarded the coveted "All America City" distinction. In that year the City was growing to the west, and a new civic center was being created near Maple and Torrance Blvd. Soon new branch libraries would spring up in Walteria (replacing a used army pharmacy), Victor Park (the library named after Isabel Henderson), El Retiro (with a Redondo Beach mailing address) and North Torrance (the only branch with public art). The eastern part of the city was still served by the main library on Post Avenue.

The City was growing, but small branches and a tiny main library were hard pressed to keep up, so plans were made to build a larger main library in the new civic center. This would put it in the center of the City, within easy reach of most of the population. However, who would pay for it? The library was still under contract from the County, with the City responsible for the buildings. In the mid

1960s, the County threatened to cancel the contract under which the library operated. The City was building smaller libraries than recommended, salaries were going up, and the County wanted to get rid of this business model. In 1962 and again in 1964 the County threatened not to renew the contract. Torrance was being pushed into becoming either a pure County library or functionally managing an truly independent system.



The proposed county library in this 1960 Civic Center plan is the round building marked "9" It was offered as an inducement to stay in the county system.

In 1965 a report was issued studying the pros and cons of an independent library system. Torrance took pride in being a full service City with Transit, Fire and Police Departments. Now it was recommended to incorporate the library fully into the City. In 1967, the City laid before the voters a bond issue of $2,350,000 for not only the establishment of an independent municipal library but also the construction of the Civic Center (now the Katy Geissert) Library and the Southeast Branch Library. The Friends of the Torrance Library, the League of Women Voters, and many civic leaders expressed how important local control of the library would be. The bond passed by a margin of over three to one.

The City had been confident that the people would approve the bond measure establishing the Torrance Public Library. A full fifteen days before the election, the City hired Russell West as the first head of the Library Department. Mr. West had his job cut out for him. Not only did he have to establish a new City

department and supervise the building of two libraries, he also had to buy all the books for all the Torrance Libraries. He did this under budget, and when Mayor Isen asked how he had done so under budget, Mr. West replied, "Savvy shopping, your honor."

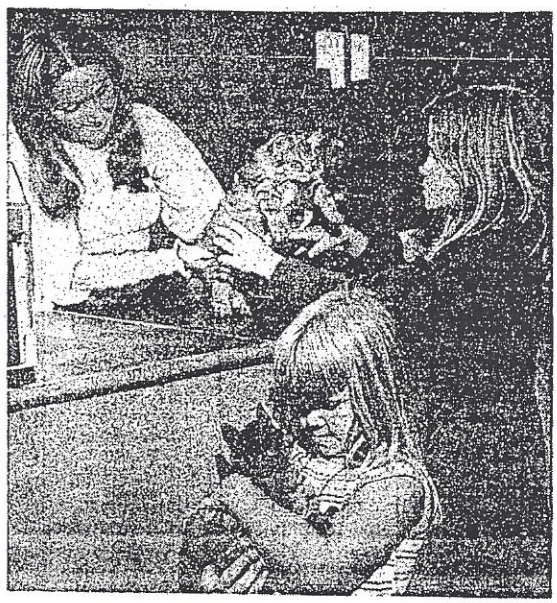
With great hoopla, the new Civic Center Library opened in 1971. This new library was ahead of its time and represented the future of libraries, what the people wanted their libraries to be. There was never a card catalog; instead patrons used catalog books, then microfiche, and finally computers to find their books. Patrons could borrow a painting, records, 8-tracks, films and a projector, everything they needed for a swinging party. The Civic Center Library was wired for piped music, had a kid's maze, story time steps, and "luminous ceilings in all reading areas." A very efficient floor plan could accommodate 225,000 books (the library now holds approximately 354,000). Additionally, Mr. West was able to convince the architect to include a basement to be used as additional space when required. The space was remodeled into public library space in 2000.

First preschool story time in what would become the Katy Geissert Civic Center Library, 1971. (Evelyn Simon, pictured, just retired after over forty years with the library)

In the following decades, Torrance experienced periods of expansion and contraction. It saw the "marriage of the malls," the decline of the aerospace industry, and the rise of the service economy. When employment was down the Library prepared resume classes, distributed flyers about the best job hunting resources, and conducted outreach to help teach people how best to use their library resources to find and hold jobs. When Del Amo was hopping, the Library had a "mini branch" to serve the public. To attract the younger crowd, the Henderson branch once even gave away kittens to the readers. The Torrance

Public Library was among the first to make microcomputers available to the public. In many ways, the Torrance Public Library strived to serve its changing community

In 2005, the Library Department was merged with the Parks and Recreation Department to form the Community Services Department. This further enabled the Library's reach into the community through unique combinations of programs and services such as movies shown in Torrance parks, Stories in Art in conjunction with the Torrance Art Museum, and close coordination with Park Services as each library branch was refurbished.



FURRY ENTICERS- –Tammy, center, and Kitty Gallagher, check out two kittens from Karen Isaac at the Henderson Branch of the Torrance Public Library on Emerald St. The kittens are available for children to borrow and play with for 20 minutes in the library yard. Librarians figure that if the children can be attracted to the library, they might be induced to check out a few books.
Times photo

(Los Angeles Times)

In the last decades the physical library has grown more than at any time since 1936. Three remodels of the Katy Geissert Civic Center Library made the space more efficient, comfortable and attractive. The branch libraries have been substantially remodeled to provide better access, comfort and room. The Polly Watts Story Theater (named after Mrs. Polly Watts, civic activist and library supporter), provides a great space for a storytime or small programs. Acting as a true community center, all Torrance libraries have offered unique programs for their neighborhoods.

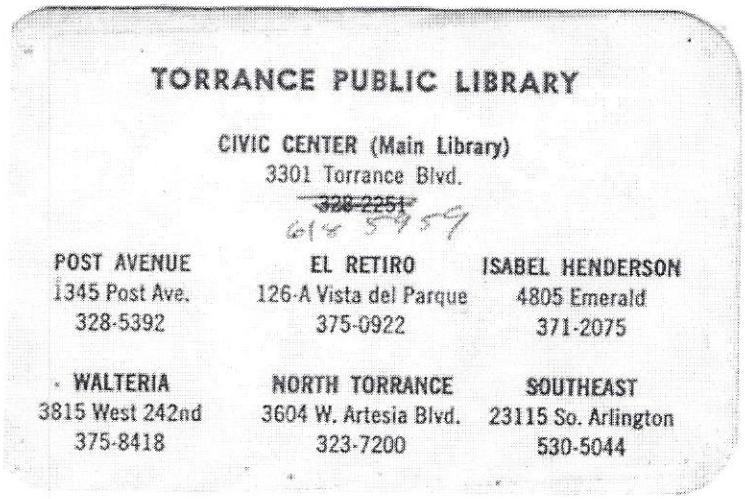
Geissert, Torrance's first woman council member, unveils plaque.

In 1996 the Civic Center Library was renamed the Katy Geissert Civic Center Library in honor of the former Mayor. (Daily Breeze Photo)

"We realize that it is only a matter of time before direct transmission from the library to home television will become the normal service," said City Librarian James Buckley in 1980. He was not far off. The library is fast expanding beyond its walls. Databases project quality, vetted information to patrons 24/7. Ebooks can be downloaded onto personal devices. A customized library app allows patrons to check their record, place requests, and find their nearest branch from their phone. With wifi available at all libraries, patrons can literally have "direct transmission from the library." The Historical Newspapers database enables patrons to explore the history of Torrance while using the most innovative technology the Library can provide.

Mr. Buckley, City Librarian, in the dark suit, watches as the first library book is barcoded in 1985. The first book barcoded was "Historic Torrance"

The story of the Torrance Public Library is one of service and growth. In ninety-nine years, the Library has grown from a circulation of less than one hundred to over 1.6 million. The Library has progressed from Mrs. Henderson's parlor of 300 books to six libraries and 673,756 books, DVDs and magazines. The Library has grown from Albert Isen's first library card to over 169,517 library card holders (more than the population of the city and representing those who work and live in Torrance and surrounding communities). The story of growth is also one of service. The countless school visits and library tours; programs reaching from babies to seniors; outreach to civic groups, other agencies, businesses and private industry; partnerships with other City Departments and organizations all enabled the Torrance Public Library to fulfill its mission of providing materials and services to satisfy the educational, informational, recreational and cultural needs of our diverse community.


TORRANCE PUBLIC LIBRARY

CIVIC CENTER (Main Library)
3301 Torrance Blvd.
~~328-2251~~
618 5959

POST AVENUE
1345 Post Ave.
328-5392

EL RETIRO
126-A Vista del Parque
375-0922

ISABEL HENDERSON
4805 Emerald
371-2075

WALTERIA
3815 West 242nd
375-8418

NORTH TORRANCE
3604 W. Artesia Blvd.
323-7200

SOUTHEAST
23115 So. Arlington
530-5044

APPENDIX B

Review of the 2003 Plan of Service

Review of Torrance Public Library's 2003 Plan of Service

The previous Plan of Service, created in December 2003, was directed toward application for a Proposition 14 "California Reading and Literacy Improvement and Public Library Construction and Renovation Bond Act of 2000" grant to build a new North Torrance Library. At that time, focus groups revealed that locations were perceived as stuffy, cramped, and unappealing. Adults wanted expanded media collections, students and tutors wanted study space, and all wanted more access to computers.

The service responses selected were:
Current Topics and Titles
Formal Learning Support
Lifelong Learning and General Information
Information Literacy
Cultural Awareness
Commons

The planning process and service responses designed by the Public Library Association have undergone a change between 2003 and 2012, and though the wording was changed, four of the seven outcomes selected for the 2003 Plan were selected again for the 2012 Plan. They are:

Current Topics and Titles = Stimulate Imagination
Formal Learning Support = Succeed in School
Lifelong Learning = Satisfy Curiosity
Commons = Visit a Comfortable Place

The only outcome newly selected for 2012 is Create Young Readers, while the Effective Management outcome was designed for the 2012 Plan. The Cultural Awareness, General Information, and Information Literacy service responses proved less important in the focus groups than in previous Plans.

The 2003 Plan also outlined specific goals, many of which have been met. These include:

- providing access to current titles in appropriate quantities in a timely manner – the Library has eliminated a cataloging backlog
- expanding and developing collections of popular materials in new formats (at that time, audiobooks on CD, videocassettes, and DVDs) – all locations have popular media, and the Library is currently expanding this collection to include MP3 CDs, and Playaways
- implementing automated telephone and online renewal of items
- increasing marketing of popular materials (such as posting bestseller lists) – all locations market popular materials

- increasing use of genre spine labels on fiction – all locations use genre labels for fiction
- improving layout of popular collections – all Libraries rearranged locations of popular collections
- designating spaces for students – five of the six Libraries have spaces for Homework Helpers after school hours on weekdays
- adding Homework Centers – three of the six Libraries have Homework Centers
- assistance with homework – the Library added Homework Helpers and online homework help services
- adding homework assistance materials – five of six Libraries added textbooks, and three of six added basic homework supplies
- increasing contact with teachers – Youth Services Librarians now regularly host or visit teachers and school librarians
- expanding access to databases – additional databases have replaced many print resources
- providing technology that provides access to people with disabilities – the ASSIST program was launched
- cultural programming has increased, with seven adult book discussion groups and a minimum of 25 adult cultural programs per year
- maintaining contacts with local elected officials, and posting of City notices
- nurturing partnerships with agencies serving Torrance Seniors – the Library has assigned a liaison to work with the Commission on Aging, and has increased outreach to the Bartlett Senior Center and the Senior Fair; and more than doubled participation in the Words On Wheels program
- maintenance of the Area Disaster Center role of Branch Libraries – all Branch Library Staff have been trained and participated in at least one live drill
- offering training sessions on use of Library resources – the Library has conducted several classes for the public, and offers training on demand for group visits

There were also goals not met in the Plan including:

- specific assistance for Torrance Unified School District (TUSD) students enrolled in English Language Learning programs
- general computer literacy training for students
- making electronic resources available in languages other than English
- provision of more public meeting space – only the Katy Geissert Civic Center Library has a meeting room

Overall, the goals not met were based on resources planned, but not implemented due to lack of funding. These included additional meeting rooms, a computer lab, additional staffing, and software programs specific to the needs of TUSD.

Though additional facilities were not built in the last decade, all six Libraries have been fully renovated and have increased capability to adapt to new technology, community needs, and forms of library use. Torrance Public Library has also developed new partnerships with the Cultural, Recreation, and Park Services Divisions to bring programming to Torrance's beautiful parks. Addition of online resources such as a smart phone application, online registration, self check-out, and wireless Internet have taken some burden off overloaded Staff and systems. All of these improvements have enabled Torrance Public Library to thrive through uncertain economic times, and to look forward to a bright future.

APPENDIX C

Public Library Association Service Responses

Public Library Association Service Responses

The planning model by the Public Library Association offers eighteen service responses for public libraries to use in prioritizing efforts.

Be an Informed Citizen: Local, National and World Affairs – Residents will have the information they need to support and promote democracy, to fulfill their civic responsibilities at the local, state, and national levels, and to fully participate in community decision making
Typical services – convene meetings, maintain a webpage with links to government information, provide government reports, provide tax forms, register voters

Build Successful Enterprises: Business and Nonprofit Support – Business owners and nonprofit organization directors and their managers will have the resources they need to develop and maintain strong, viable organizations
Typical services – sponsor workshops or seminars on the topic, make presentations to local businesses, establish a business center in the library, provide law that relates to local business

Celebrate Diversity: Cultural Awareness – Residents will have programs and services that promote appreciation and understanding of their personal heritage and the heritage of others in the community
Typical services – offer programs on aspects of cultural heritage, mount exhibits and displays, host cultural fairs

Connect to the Online World: Public Internet Access – Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the Internet
Typical services – provide public computers and printers, provide high-speed access to the Internet, provide wireless access to the Internet

Create Young Readers: Early Literacy – Children from birth to age five will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen
Typical services – provide storytime programs, present storyime programs in offsite locations, participate in "Born to Read" or "Imagination Library" or similar program, include a component in Summer Reading Program for pre-readers, provide computers with appropriate programs for preschool children, provide classes on literacy for parents and caregivers

Discover Your Roots: Genealogy and Local History – Residents and visitors will have the resources they need to connect the past with the present through their family histories and to understand the history and traditions of the community
Typical services – provide access to online genealogical resources, provide genealogical tutoring, index local newspapers, offer classes on doing genealogical research, collect books written about the community, collect oral histories from the community

Express Creativity: Create and Share Content – Residents will have the services and support they need to express themselves by creating original print, video, audio, or visual content in a real-world or online environment
Typical services – offer a multimedia production studio, present concerts or plays, host blogs or discussion boards open to the public, provide media software for public use, allow users to attach book reviews to the library's database

Get Facts Fast: Ready Reference – Residents will have someone to answer their questions on a wide array of topics of personal interest
Typical services – provide dedicated telephone reference, provide access to 24/7 reference services, provide answers to questions submitted by email and text messaging, develop and maintain a virtual reference library

Know Your Community: Community Resources and Services – Residents will have a central source for information about the wide variety of programs, services, and activities provided by community agencies and organizations
Typical services – maintain an online community calendar, maintain a community resource database, serve as the local 2-1-1 provider, participate on community task forces in human services planning, maintain an information packet for new community residents

Learn to Read and Write: Adult, Teen, and Family Literacy – Adults and teens will have the support they need to improve their literacy skills in order to meet their personal goals and fulfill their responsibilities as parents, citizens, and workers
Typical services – provide self-guided literacy books and programs, provide literacy classes, provide private space for literacy tutors to work with students, provide tutoring programs for the GED, provide literacy referrals

Make Career Choices: Job and Career Development – Adults and teens will have the skills and resources they need to identify career opportunities that suit their individual strengths and interests
Typical services – provide a job and career center, provide a listing of available jobs, present programs of interest to job seekers, provide guidance to taking exams, host a job fair, host a college fair

Make Informed Decisions: Health, Wealth, and Other Life Choices – Residents will have the resources they need to identify and analyze risks, benefits, and alternatives before making decisions that affect their lives
Typical services – create electronic pathfinders or wikis on typical life choices, create displays of information, present programs, make community presentations

Satisfy Curiosity: Lifelong Learning – Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives
Typical services – Display items from personal hobbies or collections, sponsor programs and demonstrations, provide access to adult education courses, sponsor web pages or blogs of local interest

Stimulate Imagination: Reading, Viewing, and Listening for Pleasure – Residents who want materials to enhance their leisure time will find what they want when and where they want them and will have the help they need to make choices from among the options
Typical services – provide readers' advisory services to assist users in finding "something good to read," display new materials, allow users to place holds on materials, provide book clubs, provide listening or viewing stations, provide reading programs for children and adults, coordinate a "One City One Book" program, provide downloadable books and audio, present programs on specific genres

Succeed in School: Homework Help – Students will have the resources they need to succeed in school
Typical services – provide staff or volunteers to assist with homework, develop and maintain a homework help web page, provide online homework help, provide classroom sets for teachers, provide study rooms, provide access to online courses and schoolwork, maintain a web page on homeschooling resources, provide orientation programs for students

Understand How to Find, Evaluate, and Use Information: Information Fluency – Residents will know when they need information to resolve an issue or answer a question and will have the skills to search for, locate, evaluate, and effectively use information to meet their needs
Typical services – provide classes on how to use the Internet, provide classes on how to find information, actively use the "teaching moments" present in other transactions with library users

Visit a Comfortable Place: Physical and Virtual Spaces – Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking

Typical services – provide meeting rooms available to the public, provide comfortable seating, provide a café, provide gallery or exhibit spaces, provide performance spaces

Welcome to the United States: Services for New Immigrants – New immigrants will have information on citizenship, English Language Learning (ELL), employment, public schooling, health and safety, available social services, and any other topics they need to participate successfully in American life
Typical services – present citizenship classes, distribute materials developed by other organizations intended for new immigrants, provide ELL classes, provide tutoring for the GED, host conversational English programs

APPENDIX D

Methodology Summary

Methodology Summary

The Plan of Service was conducted with three rounds of data gathering, followed by a Staff group process to select the primary service responses and develop Community Measures, Indicators, and Goals.

The planning team conducted a demographic analysis, finding trends of interest to present or future public library service needs. This analysis was greatly assisted by work by the California State Library, who funded a study of the 2000 Census for each public library jurisdiction in California.

A survey was issued to the public, both in print and online, with outreach especially aimed at gathering input from non-library users. The survey was designed to capture specific data about current perceptions of Library services and likely future desires. The survey results were tallied and analyzed by the planning team.

The City Librarian held six community focus groups, hosting small conversations about personal needs and desires, as well as perceptions about the Torrance Public Library. These focus groups were then asked to independently rank the eighteen public library service responses, and this information was paired with the demographics of each participant to look for trends.

The primary service responses were selected by a team of Staff after joint review and discussion of all results. Three participants from outside the Torrance Public Library Staff were included in order to ensure public perspective. After selection, smaller committees developed draft Community Measures, Indicators, and Library Goals. The Library Management service response was developed by the City Librarian, with input from the planning team, Community Services Director, and Senior Business Manager.

Both the initial timeline and plan, and the final draft document were presented to the Torrance Library Commission for review and comment. Commissioners participated in focus groups, assisted in handing out surveys, and were kept informed of progress.

The total timeline from conception to draft plan was twelve months, July 2011 – June 2012.

APPENDIX E

Demographic Analysis

Demographic Analysis

Torrance Public Library benefitted from a recent census and an analysis per library jurisdiction funded by the California State Library in the development of this new Plan of Service. Staff examined all data, and extracted the trends with the greatest potential impact on public library service in Torrance. Recommendations for Library actions or goals are targeted to each service response.

DIVERSITY

Since 1980, census data demonstrate a dramatic demographic shift in Torrance. In the past decade, the white, non-Hispanic share of the population decreased from 52% to 42%, the Asian share increased from 28% to 34%, and the Hispanic share increased from 13% to 16% of total. In 1980, Asian residents constituted 10.5% of the population. By 1990, the number increased to 21.9%. This increase is part of a long term change.

Census records show that the population of Non-Hispanic White residents peaked in 1980 with 83.9% of the population and declined sharply in the 1990 census to 73.3%. The White population of Torrance dropped by nearly half from 1980 to 2010. While the White population continues to decline, this group remains the largest population group in Torrance.

Torrance's foreign-born population makes up 30% of the total, compared to 27% in California overall. The majority of this group, 71%, is from Asia, more than double the percentage statewide.

AGE

The median age increased from 39 to 41 between 2000 and 2010, and is substantially higher than the statewide median of 35. The 15% share of population age 65+ is higher than the statewide share of 11%. Infants and preschoolers, ages 0-4, showed a very slight decline in numbers and population share from 2000-2010, but is projected to remain about the same through 2015. In 2010, it numbered 8,350. Grade school through early college age, ages 5-20, showed a slight decline and will continue to drop through 2015. Enrollment in K-12 in the Torrance Unified School District (TUSD) has been on a slow but steady decline since it peaked in 2004-05 at 25,450. In 2010 it stood at 24,370, and was projected to be 23,517 in September 2011. [Source: *Daily Breeze* newspaper, August 10, 2011]

Younger adults, ages 21-34, declined slightly but will rise by 2015 to slightly above the 2000 census level. Younger seniors, ages 55-64, was and is projected to be the fastest-growing population segment, increasing by 9,749 individuals

between 2000 and 2015, and increasing from 9.2% of the total population in 2000 to 15.1% in 2015. This is the age group of the older "baby boomers." As a direct result of the growing numbers of Younger seniors, middle-age adults, ages 35-54, experienced and will continue to experience the greatest decline in population share,.decreasing from 33.5% of the population in 2000 to 28% of the population in 2015.

Older seniors, ages 65 and up, was and will continue to be the second highest-growing age group, with total numbers and population share slightly higher than the 55-64 cohort. Older seniors amount to about 14% of Torrance's total population, but only 8.6% of Torrance Public Library registered users from all cities. [Sources: SCAG report May 2011, incorporating 2015 projections by Nielsen Co.]

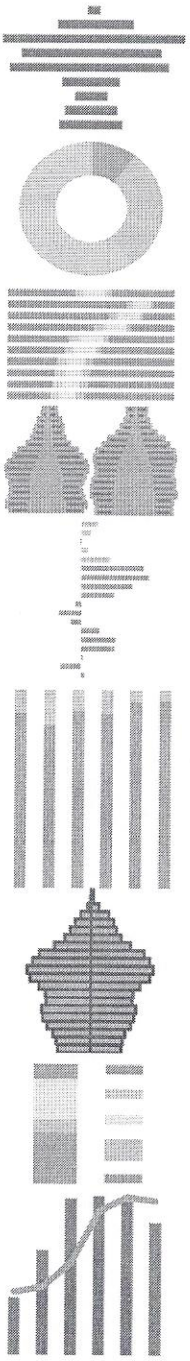
EMPLOYMENT and INCOME

Unemployment in Torrance in July 2011 stood at 6.7%, lower than the Los Angeles County average of 12.4% and the state average of 12%. The inland, less affluent cities of the South Bay, many of which border Torrance, had higher rates. [Daily Breeze, 8/20/11]

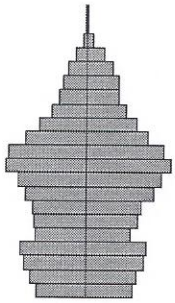
Median household income in Torrance is $74,000, 22% higher than the state median. This is instructive in relation to the survey results – for those who don't currently use the library, the top two reasons were buying books and having personal access to the Internet. Both of those are related to discretionary income.

INTERNET ACCESS

Approximately 20% of the population has no personal access to the Internet, with a particular concern for seniors and those with disabilities in Torrance. The Library will continue to be a primary source of Internet access for this group. In addition the large group of patrons that commute to Torrance for work or, for example jury duty, will remain constant. While ownership of wireless devices will continue to increase, the cost of high speed data plans will be prohibitive for many residents and commuters. Wireless devices such as tablet computers and ereaders that rely on wi-fi will continue, and users will be seeking free wi-fi hot spots for connection.



Highlights



Population by Age

Population Growth: The population of Torrance increased by 5% over the past decade to 145,000, while California's population grew by 10%. The greatest increase occurred in the Asian population (10,000), and the greatest decline was in the white, non-Hispanic population (-11,000).

Diversity: The racial and ethnic composition of Torrance shifted over the past decade. The white, non-Hispanic share of the population decreased from 52% to 42%, the Asian share increased from 28% to 34%, and the Hispanic share increased from 13% to 16% of total.

Age Structure: The median age increased from 39 to 41 between 2000 and 2010, and is substantially higher than the statewide median of 35. The share of population age 65+, 15%, is higher than the statewide share of 11%. Median age varies by racial and ethnic group—it stands at 48 for white, non-Hispanics, compared with just 32 for Hispanics.

Education: Educational attainment is higher than in the state overall. Just 8% of adults have not completed high school, compared with 20% of adults statewide, and 43% have attained a Bachelor's degree, compared with 30% in California overall.

Income: Median household income is $74,000, 22% higher than the state median. Unemployment was only 6% as of June 2011, half the statewide rate.

Foreign Born: Torrance's foreign-born population makes up 30% of the total, compared to 27% in California overall. The majority of this group, 71%, is from Asia, more than double the percentage statewide.

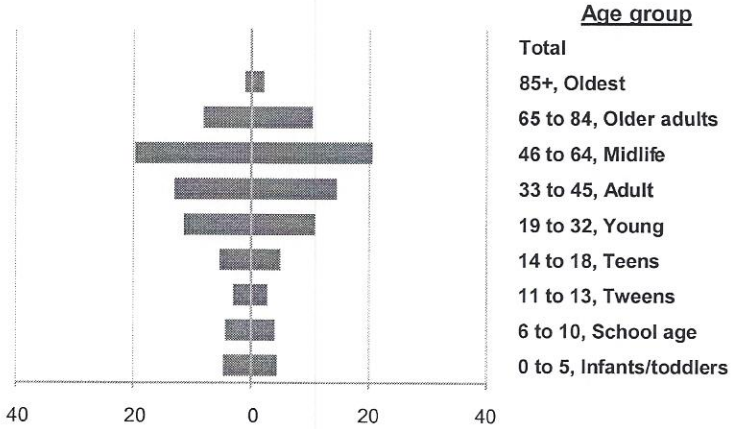
This demographic profile is part of a series of library jurisdiction profiles prepared for the California State Library by the Stanford Center on Longevity. The project, "Understanding California's Shifting Demographics," was supported in whole by the U.S. Institute of Museum and Library Services under the provisions of the Library Services and Technology Act, administered in California by the State Librarian. The opinions expressed herein do not necessarily reflect the position or policy of the U.S. Institute of Museum and Library Services or the California State Library, and no official endorsement by the U.S. Institute of Museum and Library Services or the California State Library should be inferred.

STANFORD CENTER ON LONGEVITY

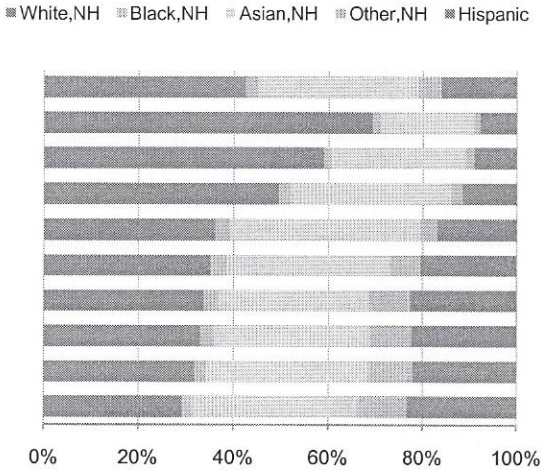
Key Indicators		2000	2010
Population Growth			
	Total population	137,946	145,438
	10-year growth	3.6%	5.4%
Diversity			
	% Hispanic	12.8%	16.1%
	% Asian, non-Hispanic	28.4%	34.2%
	% White, non-Hispanic	52.4%	42.3%
	% Black, non-Hispanic	2.1%	2.6%
Aging			
	% 65+	14.1%	14.9%
	Median age	38.7	41.3
Households			
	% Married couple with children	24.9%	24.5%
	% Living alone	27.5%	25.8%

1. Population by Library-Defined Age Group, 2010

In thousands; males on left, females on right



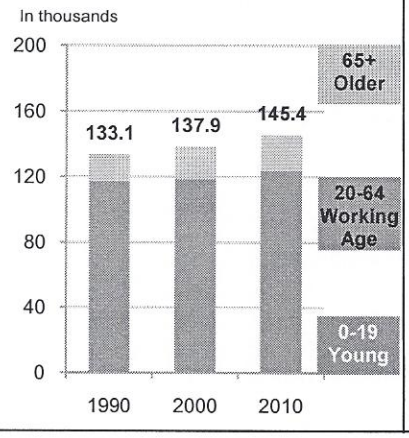
2. Race and Ethnicity by Library-Defined Age Group, 2010



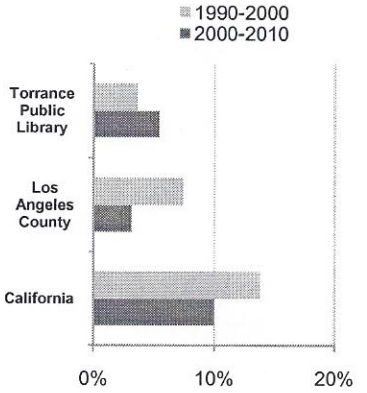
3. Population Growth by Library-Defined Age Group, 2000-10

	2010	Change	% Change
Total	145,438	7,492	5.4%
85+	3,257	1,040	46.9%
65 to 84	18,469	1,259	7.3%
46 to 64	40,191	9,928	32.8%
33 to 45	27,566	-5,209	-15.9%
19 to 32	22,269	91	0.4%
14 to 18	10,323	1,406	15.8%
11 to 13	5,767	224	4.0%
6 to 10	8,454	-874	-9.4%
0 to 5	9,142	-373	-3.9%

4. Population Total, 1990-2010



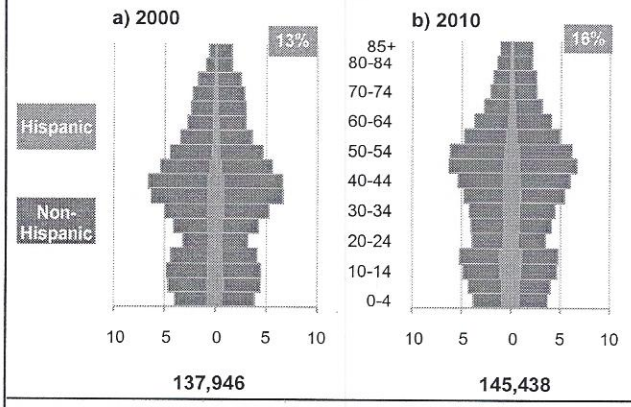
5. 10-Year Population Change



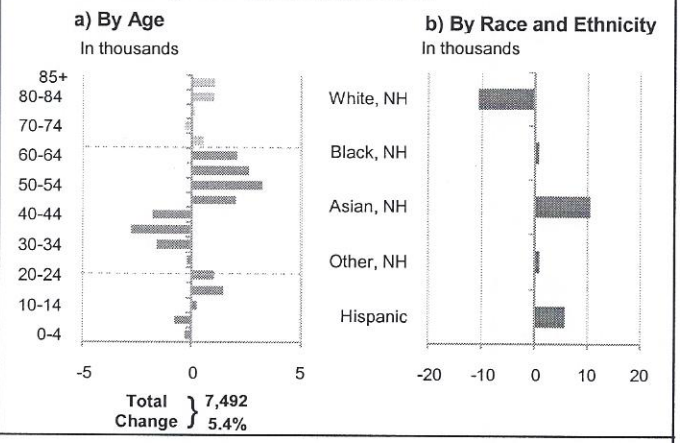
Source: US Census 2010, 2000, or 1990

6. Population by 5-Year Age Brackets

In thousands; males on left, females on right

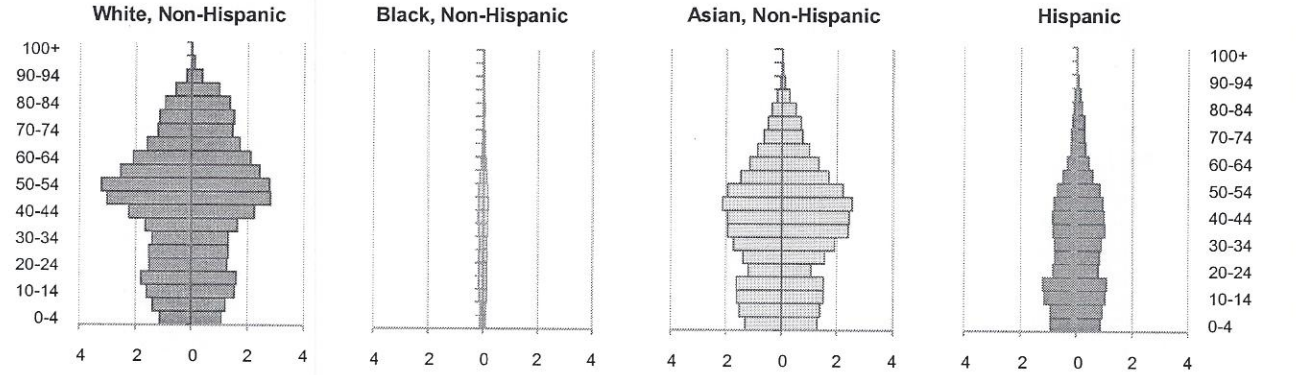


7. 10-Year Change in Population, 2000-10



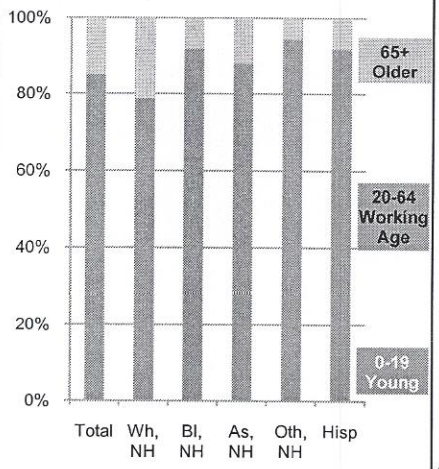
8. Population by Age, Race, and Ethnicity, 2010

In thousands; males on left, females on right



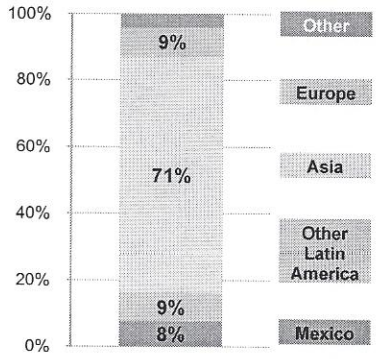
	White, NH	Black, NH	Asian, NH	Hispanic	Total*
Population	61,591	3,740	49,707	23,440	**145,438**
Share of Total	42.3%	2.6%	34.2%	16.1%	**100.0%**
% 65+	21.4%	8.2%	11.9%	8.2%	**14.9%**
% 20-64	60.2%	67.4%	64.5%	57.5%	**60.8%**
% under 5	3.5%	4.7%	5.2%	7.6%	**5.2%**

9. Age Mix by Race and Ethnicity, 2010



10. Foreign Born, 2005-09

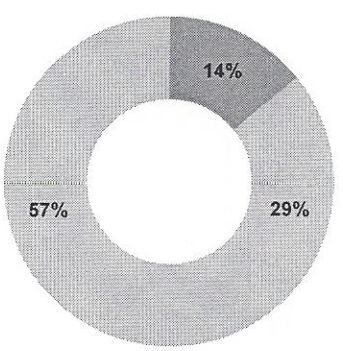
Region of Origin



Foreign Born: 42,044
% Foreign Born: 30.0%

Source: ACS 2005-09

11. Household Language, 2005-09



Source: ACS 2005-09

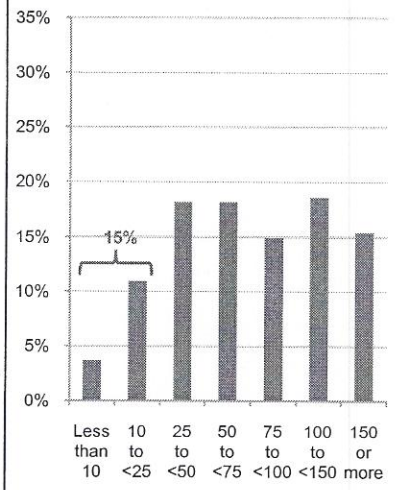
Wh=White; Bl=Black; As=Asian; Oth=Other Race or Two or More Races; Hisp=Hispanic; NH=Non-Hispanic; ACS=American Community Survey 2005-09
*See pages 5-6 for detail on Other, Non-Hispanic
**Linguistically Isolated = No one in the household age 14 and over speaks English at least "very well"

Source: US Census 2010, unless otherwise noted

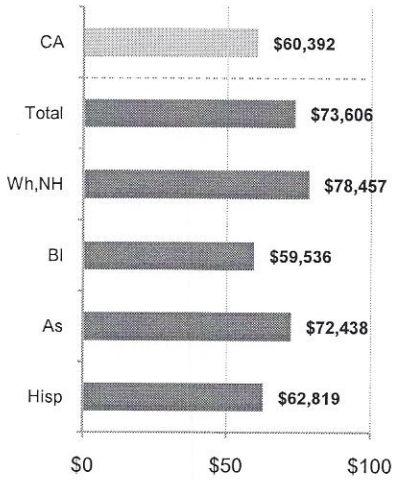
12. Household Income, 2005-09

In thousands of $ (2009)

a) Income Distribution

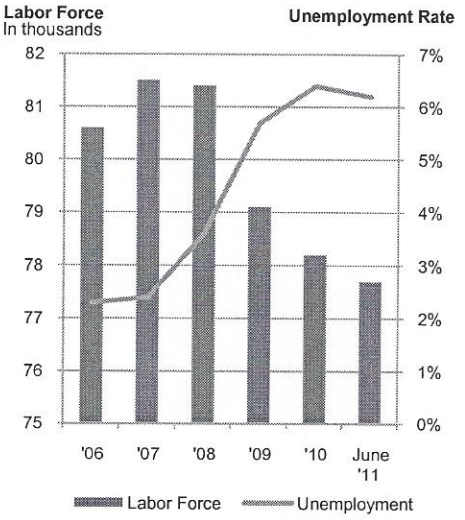


b) Median Household Income by Race and Ethnicity*



Source: ACS 2005-09

13. Labor Force and Unemployment, 2006-11

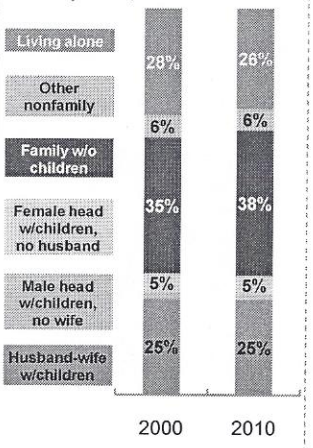


Source: CA Employment Development Department

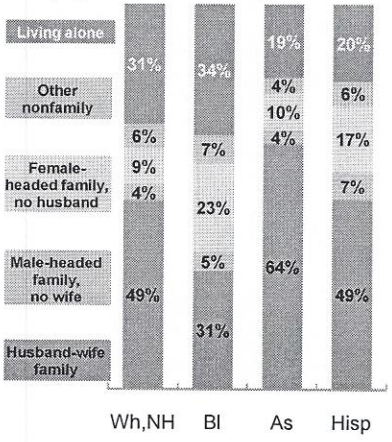
14. Household Type, 2010

% of all households

a) Total, 2000-10

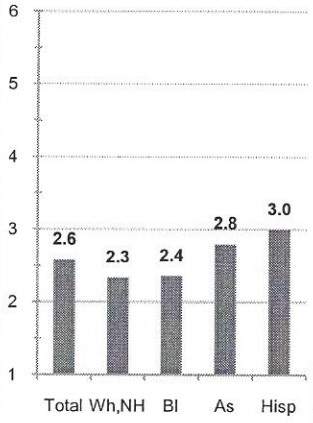


b) By Race and Ethnicity,* 2010

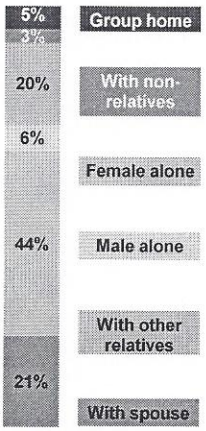


15. Average Household Size, 2010

By Race and Ethnicity*



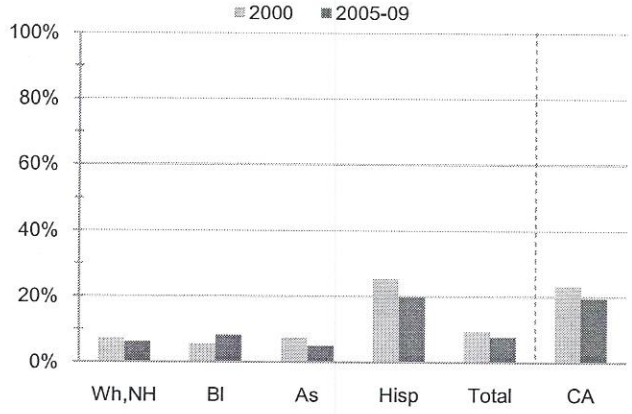
16. Living Arrangements Age 65+, 2005-09



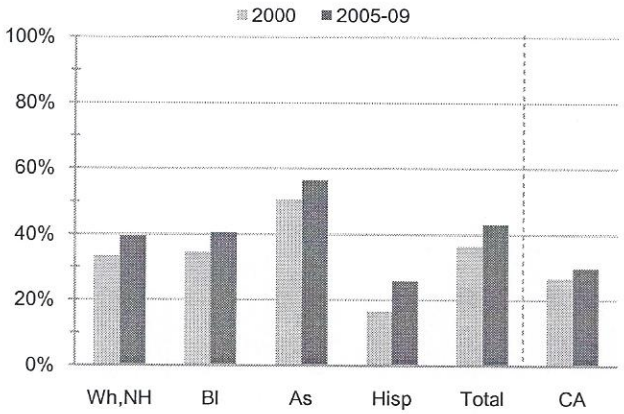
Source: ACS 2005-09

17. Educational Attainment for the Population Age 25 and Over by Race and Ethnicity*

a) % of Adults Who Did Not Complete High School



b) % of Adults Who Attained a BA or Higher



Source: Census 2000, ACS 2005-09

*Wh,NH=White,Non-Hispanic; Bl=Black,Hispanic Inclusive; As=Asian,Hispanic Inclusive; Hisp=Hispanic(Includes all races); CA=California Total

Note: In the American Community Survey and for Census variables other than population, Hispanic origin is not broken out for all races.

Source: US Census 2010, unless otherwise noted

	White, Non-Hispanic	Black, Non-Hispanic	Asian, Non-Hispanic	Other, Non-Hispanic	Detail for Other, Non-Hispanic				Hispanic or Latino	Total Population
					American Indian & Alaska Native	Native Hawaiian & Pacific Islander	Some Other Race	Two or More Races		
A. Total Population										
2000 Total	72,234	2,911	39,210	5,954	360	434	383	4,777	17,637	137,946
2000 % of Total	52.4%	2.1%	28.4%	4.3%	0.3%	0.3%	0.3%	3.5%	12.8%	100.0%
2010 Total	61,591	3,740	49,707	6,960	304	473	505	5,678	23,440	145,438
2010 % of Total	42.3%	2.6%	34.2%	4.8%	0.2%	0.3%	0.3%	3.9%	16.1%	100.0%
B. Population in Major Age Groups by Race and Ethnicity										
2000										
0-19	14,913	822	10,221	2,747	77	128	158	2,384	5,984	34,687
20-64	43,199	1,920	25,451	2,918	255	287	208	2,168	10,344	83,832
65+	14,122	169	3,538	289	28	19	17	225	1,309	19,427
85+	1,790	25	253	23	1	2	1	19	126	2,217
2010										
0-19	11,321	915	11,726	3,293	78	122	160	2,933	8,034	35,289
20-64	37,104	2,520	32,042	3,273	184	305	317	2,467	13,484	88,423
65+	13,166	305	5,939	394	42	46	28	278	1,922	21,726
85+	2,254	50	659	38	5	0	2	31	256	3,257
C. Age Mix for Each Racial and Ethnic Group										
2000										
0-19	20.6%	28.2%	26.1%	46.1%	21.4%	29.5%	41.3%	49.9%	33.9%	25.1%
20-64	59.8%	66.0%	64.9%	49.0%	70.8%	66.1%	54.3%	45.4%	58.6%	60.8%
65+	19.6%	5.8%	9.0%	4.9%	7.8%	4.4%	4.4%	4.7%	7.4%	14.1%
85+	2.5%	0.9%	0.6%	0.4%	0.3%	0.5%	0.3%	0.4%	0.7%	1.6%
2010										
0-19	18.4%	24.5%	23.6%	47.3%	25.7%	25.8%	31.7%	51.7%	34.3%	24.3%
20-64	60.2%	67.4%	64.5%	47.0%	60.5%	64.5%	62.8%	43.4%	57.5%	60.8%
65+	21.4%	8.2%	11.9%	5.7%	13.8%	9.7%	5.5%	4.9%	8.2%	14.9%
85+	3.7%	1.3%	1.3%	0.5%	1.6%	0.0%	0.4%	0.5%	1.1%	2.2%
D. Racial and Ethnic Mix for Each Age Group										
2000										
0-19	43.0%	2.4%	29.5%	7.9%	0.2%	0.4%	0.5%	6.9%	17.3%	100.0%
20-64	51.5%	2.3%	30.4%	3.5%	0.3%	0.3%	0.2%	2.6%	12.3%	100.0%
65+	72.7%	0.9%	18.2%	1.5%	0.1%	0.1%	0.1%	1.2%	6.7%	100.0%
85+	80.7%	1.1%	11.4%	1.0%	0.0%	0.1%	0.0%	0.9%	5.7%	100.0%
2010										
0-19	32.1%	2.6%	33.2%	9.3%	0.2%	0.3%	0.5%	8.3%	22.8%	100.0%
20-64	42.0%	2.8%	36.2%	3.7%	0.2%	0.3%	0.4%	2.8%	15.2%	100.0%
65+	60.6%	1.4%	27.3%	1.8%	0.2%	0.2%	0.1%	1.3%	8.8%	100.0%
85+	69.2%	1.5%	20.2%	1.2%	0.2%	0.0%	0.1%	1.0%	7.9%	100.0%
E. Population Growth										
2000-10, Change										
0-19	-3,592	93	1,505	546	1	-6	2	549	2,050	602
20-64	-6,095	600	6,591	355	-71	18	109	299	3,140	4,591
65+	-956	136	2,401	105	14	27	11	53	613	2,299
85+	464	25	406	15	4	-2	1	12	130	1,040
Total	-10,643	829	10,497	1,006	-56	39	122	901	5,803	7,492
2000-10, % Change										
0-19	-24.1%	11.3%	14.7%	19.9%	1.3%	-4.7%	1.3%	23.0%	34.3%	1.7%
20-64	-14.1%	31.3%	25.9%	12.2%	-27.8%	6.3%	52.4%	13.8%	30.4%	5.5%
65+	-6.8%	80.5%	67.9%	36.3%	50.0%	142.1%	64.7%	23.6%	46.8%	11.8%
85+	25.9%	100.0%	160.5%	65.2%	400.0%	-100.0%	100.0%	63.2%	103.2%	46.9%
Total	-14.7%	28.5%	26.8%	16.9%	-15.6%	9.0%	31.9%	18.9%	32.9%	5.4%

Source: US Census 2010, 2000

	White, Non-Hispanic	Black, Non-Hispanic	Asian, Non-Hispanic	Other, Non-Hispanic	Detail for Other, Non-Hispanic: American Indian & Alaska Native	Native Hawaiian & Pacific Islander	Some Other Race	Two or More Races	Hispanic or Latino	Total Population 2010
F. Population by Library-Defined Age Groups, 2010										
0-5	2,672	208	3,169	962	26	26	56	854	2,131	9,142
6-10	2,699	193	2,898	789	16	24	37	712	1,875	8,454
11-13	1,901	165	1,901	511	5	23	28	455	1,289	5,767
14-18	3,474	302	3,311	902	24	43	36	799	2,334	10,323
19-32	7,824	739	7,726	1,406	40	102	138	1,126	4,574	22,269
33-45	9,936	844	11,139	988	52	97	95	744	4,659	27,566
46-64	19,919	984	13,624	1,008	99	112	87	710	4,656	40,191
65-84	10,912	255	5,280	356	37	46	26	247	1,666	18,469
85+	2,254	50	659	38	5	0	2	31	256	3,257
Total	61,591	3,740	49,707	6,960	304	473	505	5,678	23,440	145,438
G. Population by 5-Year Age Brackets, 2010										
0-4	2,175	175	2,588	809	23	19	46	721	1,773	7,520
5-9	2,606	180	2,905	772	17	22	38	695	1,833	8,296
10-14	3,138	269	3,105	861	11	43	45	762	2,156	9,529
15-19	3,402	291	3,128	851	27	38	31	755	2,272	9,944
20-24	2,778	254	2,250	540	16	35	43	446	1,595	7,417
25-29	2,834	296	2,947	492	11	32	66	383	1,574	8,143
30-34	2,717	254	3,626	392	11	38	42	301	1,647	8,636
35-39	3,288	312	4,342	376	18	34	33	291	1,827	10,145
40-44	4,484	339	4,377	365	22	46	31	266	1,807	11,372
45-49	5,844	341	4,669	409	32	53	40	284	1,730	12,993
50-54	6,017	321	4,160	327	32	33	28	234	1,498	12,323
55-59	4,957	243	3,174	208	15	20	20	153	1,050	9,632
60-64	4,185	160	2,497	164	27	14	14	109	756	7,762
65-69	3,289	90	1,848	119	11	21	13	74	519	5,865
70-74	2,665	76	1,390	107	13	14	5	75	463	4,701
75-79	2,660	42	1,180	69	7	5	5	52	410	4,361
80-84	2,298	47	862	61	6	6	3	46	274	3,542
85-89	1,549	30	446	26	3	0	1	22	181	2,232
90-94	567	11	164	7	2	0	0	5	59	808
95-99	123	7	43	5	0	0	1	4	11	189
100+	15	2	6	0	0	0	0	0	5	28
Total	61,591	3,740	49,707	6,960	304	473	505	5,678	23,440	145,438
H. Median Age, 2000-10										
	White, Non-Hispanic	**Black, Hispanic Inclusive**	**Asian, Hispanic Inclusive**		American Indian & Alaska Native, Hispanic Inclusive	Native Hawaiian & Pacific Islander, Hispanic Inclusive	Some Other Race, Hispanic Inclusive	Two or More Races, Hispanic Inclusive	**Hispanic or Latino**	**Total Population**
2000	42.8	33.6	36.8		36.3	32.1	29.2	19.8	30.3	38.7
2010	48.0	36.8	39.8		40.0	35.1	31.5	18.3	31.6	41.3

Source: US Census 2010, 2000

Note: In the American Community Survey and for Census variables other than population, Hispanic origin is not broken out for all races.

I. Income Distribution, 2005-09		
Range (ths)	Households	% of Total
<$10	2,005	3.7%
$10 to <$25	5,943	10.9%
$25 to <$50	9,868	18.2%
$50 to <$75	9,879	18.2%
$75 to <$100	8,104	14.9%
$100 to <$150	10,092	18.6%
$150+	8,408	15.5%

J. Median Household Income by Race and Ethnicity, 2005-09 ($2009)							
White, NH	Black	Asian	Hispanic	Total	% of CA	California
$78,457	$59,536	$72,438	$62,819	$73,606	121.9%	$60,392

K. Household Type, 2000-10	2000	2000,%	2010	2010,%
Total households	54,540	100.0%	56,001	100.0%
Family Households	36,335	66.6%	38,412	68.6%
Husband-wife w/children	13,559	24.9%	13,735	24.5%
Female head, no husband, w/children	2,666	4.9%	2,621	4.7%
Male head, no wife, w/children	899	1.6%	900	1.6%
Without children	19,211	35.2%	21,156	37.8%
Nonfamily households	18,205	33.4%	17,589	31.4%
Living alone	14,999	27.5%	14,472	25.8%
Other nonfamily	3,206	5.9%	3,117	5.6%

Source: US Census 2010, 2000

L. Household Type by Race and Ethnicity, 2010	White, NH	Black	Asian	Hispanic	Total
Total households	28,264	1,655	17,732	6,848	56,001
Husband-wife family	48.9%	30.6%	63.7%	49.3%	53.1%
Family with male head, no wife	4.3%	5.0%	3.6%	7.1%	4.5%
Family with female head, no husband	9.5%	23.3%	9.6%	17.5%	11.0%
Living alone	31.1%	34.0%	19.1%	19.9%	25.8%
Other nonfamily	6.2%	7.1%	4.0%	6.2%	5.6%

Source: US Census 2010

M. Poverty, 2005-09		
Percentage of families and people whose income in the past 12 months is below the poverty level		California
All families	4.4%	9.8%
Families w/ related children under 18 years	5.7%	14.5%
Families w/ female householder, no husband present	10.6%	24.2%
Families w/ female householder, no husband present w/ related children under 18 years	12.8%	32.2%
All people	6.2%	13.2%
Under 18 years	5.8%	18.3%
18 to 64 years	6.1%	11.9%
65 years and over	7.6%	8.4%

N. Educational Attainment, 2005-09	% at each level of educational attainment				
	White, NH	Black	Asian	Hispanic	Total
Population 25 years and over	47,661	2,624	33,047	14,031	99,497
Less than high school	6.2%	8.2%	5.0%	19.9%	7.7%
High school graduate (includes equivalency)	21.7%	17.9%	15.2%	22.0%	19.4%
Some college or associate's degree	32.6%	33.3%	23.2%	32.2%	29.7%
Bachelor's degree or higher	39.5%	40.6%	56.5%	25.9%	43.2%

O. Employment Status, 2010-11	2010	June 2011
In civilian labor force	78,200	77,700
Employed	73,300	72,800
Unemployed, % of labor force	6.4%	6.2%

Source: CA Employment Development Department

P. Occupation, 2005-09	Estimate	Percent
Civilian employed population, 16 yrs & over	70,501	100.0%
Management, professional, and related occupations	34,753	49.3%
Service occupations	7,634	10.8%
Sales and office occupations	19,638	27.9%
Farming, fishing, and forestry occupations	63	0.1%
Construction, extraction, maintenance, and repair occupations	3,319	4.7%
Production, transportation, and material moving occupations	5,094	7.2%

Q. Class of Worker, 2005-09	Estimate	Percent
Civilian employed population, 16 yrs & over	70,501	100.0%
Private, for profit, wage and salary employee	47,252	67.0%
Private, not for profit, wage and salary employee	4,874	6.9%
Private, for profit, wage and salary self-employed in own business	2,922	4.1%
Government workers	8,705	12.3%
Self-employed in own not incorporated business	6,668	9.5%
Unpaid family workers in family business	80	0.1%

Source: American Community Survey 2005-09, unless otherwise stated ProfileTemplate 9-8-11.xlsm 9/12/2011 12:02

Note: In the American Community Survey and for US Census variables other than population, Hispanic origin is not broken out for all races. White, NH represents White, Non-Hispanic. Black and Asian are Hispanic inclusive.

APPENDIX F

Survey Results

Survey Results

Data on Library usage in the form of a written and online survey was gathered between October 2011 and February 2012. The survey was designed by a Staff team, and distributed in all Torrance Public Libraries, at outreach events, in the West Annex, Cultural Arts Center, Bartlett Senior Center, at other sites, and online. Of the 1865 respondents to the survey, 71% either lived or worked in the City of Torrance, with 62% having children under 18 living with them.

The traditional service of borrowing books was given as the most common reason for use of the Library (32%), with borrowing of movies and or sound recordings coming up second at 20%. Thirteen percent of respondents indicated use of the Library for reference, research, or study. The same percentage indicated attendance at either adult or youth programs.

Use of the Internet at home and purchase of books online or at a bookstore were the two most common reasons given for non-use of the Library.

Respondents indicated that they were pleased with overall customer service at the Library, with only 3% stating that they were not satisfied. Many patrons wrote in comments about how much they value the personal touch they get from Staff at the Torrance Public Library, with 62% indicating they were very satisfied with overall customer service, and 32% satisfied. A lesser number of patrons (48%) were very satisfied with the Library's selection of books, movies, and magazines—still 93% were either very satisfied or satisfied.

The Library environment was another area highly rated by survey respondents, with 58% very satisfied. Recent remodels to the Katy Geissert Civic Center Library and all the Branch Libraries seem to have a positive effect on the public. Handwritten comments complimented clean facilities, restrooms in particular.

One area of concern is that a higher percentage of online responders indicated that they were not satisfied or do not use Torrance Public Library databases, webpages, and online services. This indicates that Torrance Public Library online resources are not reaching the population that prefers to work online, and may wish to interact more with the Library online. Online responders tended to be less satisfied with current Library services in general that those who filled out paper surveys.

Survey participants indicated a general reluctance to pay additional fees for services, even for higher-level services that the Library does not currently have, such as customized resume/job search assistance. Overall there was the most willingness to pay to borrow a piece of equipment, download an ebook, or attend a class.

Library Survey Results
2011 - 2012

Question 1	Online	Paper	Total	Percent
I live in Torrance	502	542	1044	56%
I don't live in Torrance	113	181	294	16%
I work in Torrance	146	128	274	15%
I don't work in Torrance	91	162	253	14%
Total Respondents				1865

Question 2	Online	Paper	Total	Percent
Under 18	12	44	56	4%
18-24	17	35	52	4%
25-34	66	56	122	9%
35-49	212	190	402	29%
50-65	234	234	468	33%
66+	102	200	302	22%
Total Respondents				1402

Question 3-Children at home	Online	Paper	Total	Percent
Yes	227	335	562	62%
No	133	215	348	38%
Total Respondents				910

Question 4	Online	Paper	Total	Percent
Everyday	20	293	313	19%
2 or more times per week	64	129	193	12%
Once a week	190	186	376	23%
Once a month	247	224	471	28%
Not at all	20	66	86	5%
Other	111	119	230	14%
Total Respondents				1669

Question 5	Online	Paper	Total	Percent
Borrow books	570	590	1160	32%
Borrow movies / sound recordings	342	373	715	20%
Read newspapers / magazines	117	164	281	8%
Reference/research/study	200	266	466	13%
Use computers /wireless / Internet	115	188	303	8%
Attend adult programs	138	124	262	7%
Attend children's programs	98	107	205	6%
Meet with others/socialize	26	53	79	2%
Use meeting room / study rooms	48	50	98	3%
Other	50	0	50	1%

Total Respondents 3619

Question 6

Selection of books, movies,magazines

Very satisfied	**Online**	**Paper**	**Total**	**Percent**
	228	375	603	48%
Satisfied	**Online**	**Paper**	**Total**	**Percent**
	309	255	564	45%
Not Satisfied	**Online**	**Paper**	**Total**	**Percent**
	46	17	63	5%
Do not use	**Online**	**Paper**	**Total**	**Percent**
	7	13	20	2%
Total Respondents				1250

Databases, webpages and online services

Very satisfied	**Online**	**Paper**	**Total**	**Percent**
	162	182	344	30%
Satisfied	**Online**	**Paper**	**Total**	**Percent**
	210	162	372	33%
Not Satisfied	**Online**	**Paper**	**Total**	**Percent**
	40	16	56	5%
Do not use	**Online**	**Paper**	**Total**	**Percent**
	201	161	362	32%
Total Respondents				1134

Reference assistance, getting answers

Very satisfied	**Online**	**Paper**	**Total**	**Percent**
	317	311	628	52%
Satisfied	**Online**	**Paper**	**Total**	**Percent**
	177	184	361	30%
Not Satisfied	**Online**	**Paper**	**Total**	**Percent**
	14	8	22	2%
Do not use	**Online**	**Paper**	**Total**	**Percent**
	115	75	190	16%
Total Respondents				1201

Computers/Internet use

Very satisfied	**Online**	**Paper**	**Total**	**Percent**
	113	167	280	25%
Satisfied	**Online**	**Paper**	**Total**	**Percent**
	168	122	290	26%
Not Satisfied	**Online**	**Paper**	**Total**	**Percent**
	23	11	34	3%
Do not use	**Online**	**Paper**	**Total**	**Percent**

	306	195	501	45%
Total Respondents				1105

Adult programs

Very satisfied	**Online**	**Paper**	**Total**	**Percent**
	117	127	244	22%
Satisfied	**Online**	**Paper**	**Total**	**Percent**
	105	99	204	18%
Not Satisfied	**Online**	**Paper**	**Total**	**Percent**
	21	11	32	3%
Do not use	**Online**	**Paper**	**Total**	**Percent**
	370	273	643	57%
Total Respondents				1123

Children's programs

Very satisfied	**Online**	**Paper**	**Total**	**Percent**
	98	127	225	21%
Satisfied	**Online**	**Paper**	**Total**	**Percent**
	96	81	177	16%
Not Satisfied	**Online**	**Paper**	**Total**	**Percent**
	9	7	16	1%
Do not use	**Online**	**Paper**	**Total**	**Percent**
	408	266	674	62%
Total Respondents				1092

Library environment

Very satisfied	**Online**	**Paper**	**Total**	**Percent**
	326	402	728	58%
Satisfied	**Online**	**Paper**	**Total**	**Percent**
	252	175	427	34%
Not Satisfied	**Online**	**Paper**	**Total**	**Percent**
	26	18	44	4%
Do not use	**Online**	**Paper**	**Total**	**Percent**
	22	30	52	4%
Total Respondents				1251

Overall customer service

Very satisfied	**Online**	**Paper**	**Total**	**Percent**
	357	405	762	62%
Satisfied	**Online**	**Paper**	**Total**	**Percent**
	222	173	395	32%
Not Satisfied	**Online**	**Paper**	**Total**	**Percent**
	23	15	38	3%
Do not use	**Online**	**Paper**	**Total**	**Percent**
	23	13	36	3%
Total Respondents				1231

Overall use of the Library

Very satisfied	**Online**	**Paper**	**Total**	**Percent**
	320	494	814	61%
Satisfied	**Online**	**Paper**	**Total**	**Percent**
	268	201	469	35%
Not Satisfied	**Online**	**Paper**	**Total**	**Percent**
	12	6	18	1%
Do not use	**Online**	**Paper**	**Total**	**Percent**
	23	13	36	3%
Total Respondents				1337

Question 7	**Online**	**Paper**	**Total**	**Percent**
I buy my own materials at a bookstore or online	46	61	107	29%
Total Respondents	**Online**	**Paper**	**Total**	**Percent**
The Library hours or locations are not convenient	18	20	38	10%
Total Respondents	**Online**	**Paper**	**Total**	**Percent**
I do not have transportation to the Library	8	8	16	4%
Total Respondents	**Online**	**Paper**	**Total**	**Percent**
I use the Internet at home or office to find information	80	79	159	43%
Total Respondents	**Online**	**Paper**	**Total**	**Percent**
The Library does not have anything I want, programs do not interest me	10	5	15	4%
Total Respondents	**Online**	**Paper**	**Total**	**Percent**
Other	31	0	31	8%
Total Respondents				**366**

Question 8-Willingness to pay

To have a popular item on demand

Not likely at all	**Online**	**Paper**	**Total**	**Percent**
	246	221	467	40%
Reluctantly likely	**Online**	**Paper**	**Total**	**Percent**
	125	106	231	20%
Somewhat likely	**Online**	**Paper**	**Total**	**Percent**
	149	144	293	25%
Very likely	**Online**	**Paper**	**Total**	**Percent**
	82	109	191	16%
Total Respondents				1182

To have a personal job search or resume assistance

Not likely at all	**Online**	**Paper**	**Total**	**Percent**
	389	292	681	60%
Reluctantly likely	**Online**	**Paper**	**Total**	**Percent**
	43	56	99	9%
Somewhat likely	**Online**	**Paper**	**Total**	**Percent**
	120	109	229	20%
Very likely	**Online**	**Paper**	**Total**	**Percent**
	56	65	121	11%
Total Respondents				1130

To have a personal research assistant

Not likely at all	**Online**	**Paper**	**Total**	**Percent**
	355	267	622	55%
Reluctantly likely	**Online**	**Paper**	**Total**	**Percent**
	81	78	159	14%
Somewhat likely	**Online**	**Paper**	**Total**	**Percent**
	116	122	238	21%
Very likely	**Online**	**Paper**	**Total**	**Percent**
	54	61	115	10%
Total Respondents				1134

To have a newspaper article or obituary found and emailed or faxed to me

Not likely at all	**Online**	**Paper**	**Total**	**Percent**
	347	275	622	54%
Reluctantly likely	**Online**	**Paper**	**Total**	**Percent**
	78	81	159	14%
Somewhat likely	**Online**	**Paper**	**Total**	**Percent**
	122	116	238	21%
Very likely	**Online**	**Paper**	**Total**	**Percent**
	63	63	126	11%
Total Respondents				1145

To have a library item mailed to me

Not likely at all	**Online**	**Paper**	**Total**	**Percent**
	326	238	564	50%
Reluctantly likely	**Online**	**Paper**	**Total**	**Percent**
	59	78	137	12%
Somewhat likely	**Online**	**Paper**	**Total**	**Percent**
	139	136	275	24%
Very likely	**Online**	**Paper**	**Total**	**Percent**

	85	70	155	14%
Total Respondents				1131

To borrow a piece of equipment (laptop, tablet, slide projector, ereader, etc.)

Not likely at all	**Online**	**Paper**	**Total**	**Percent**
	300	232	532	47%
Reluctantly likely	**Online**	**Paper**	**Total**	**Percent**
	51	63	114	10%
Somewhat likely	**Online**	**Paper**	**Total**	**Percent**
	150	137	287	25%
Very likely	**Online**	**Paper**	**Total**	**Percent**
	103	94	197	17%
Total Respondents				1130

To borrow a game or a toy (board game, video game, etc.)

Not likely at all	**Online**	**Paper**	**Total**	**Percent**
	366	284	650	59%
Reluctantly likely	**Online**	**Paper**	**Total**	**Percent**
	61	58	119	11%
Somewhat likely	**Online**	**Paper**	**Total**	**Percent**
	106	102	208	19%
Very likely	**Online**	**Paper**	**Total**	**Percent**
	67	58	125	11%
Total Respondents				1102

To download a digital audio book or ebook

Not likely at all	**Online**	**Paper**	**Total**	**Percent**
	258	244	502	44%
Reluctantly likely	**Online**	**Paper**	**Total**	**Percent**
	100	68	168	15%
Somewhat likely	**Online**	**Paper**	**Total**	**Percent**
	120	126	246	22%
Very likely	**Online**	**Paper**	**Total**	**Percent**
	129	92	221	19%
Total Respondents				1137

To have a tutor work with me

Not likely at all	**Online**	**Paper**	**Total**	**Percent**
	370	314	684	62%
Reluctantly likely	**Online**	**Paper**	**Total**	**Percent**
	34	43	77	7%
Somewhat likely	**Online**	**Paper**	**Total**	**Percent**

	104	82	186	17%
Very likely	**Online**	**Paper**	**Total**	**Percent**
	89	72	161	15%
Total Respondents				1108

To send a fax

Not likely at all	**Online**	**Paper**	**Total**	**Percent**
	339	288	627	55%
Reluctantly likely	**Online**	**Paper**	**Total**	**Percent**
	67	64	131	12%
Somewhat likely	**Online**	**Paper**	**Total**	**Percent**
	112	91	203	18%
Very likely	**Online**	**Paper**	**Total**	**Percent**
	89	82	171	15%
Total Respondents				1132

To attend a children's program

Not likely at all	**Online**	**Paper**	**Total**	**Percent**
	410	227	637	64%
Reluctantly likely	**Online**	**Paper**	**Total**	**Percent**
	65	56	121	12%
Somewhat likely	**Online**	**Paper**	**Total**	**Percent**
	67	70	137	14%
Very likely	**Online**	**Paper**	**Total**	**Percent**
	55	50	105	11%
Total Respondents				1000

To attend an adult program

Not likely at all	**Online**	**Paper**	**Total**	**Percent**
	275	239	514	45%
Reluctantly likely	**Online**	**Paper**	**Total**	**Percent**
	105	79	184	16%
Somewhat likely	**Online**	**Paper**	**Total**	**Percent**
	157	140	297	26%
Very likely	**Online**	**Paper**	**Total**	**Percent**
	67	75	142	12%
Total Respondents				1137

To reserve a study room

Not likely at all	**Online**	**Paper**	**Total**	**Percent**
	392	316	708	64%
Reluctantly likely	**Online**	**Paper**	**Total**	**Percent**
	78	66	144	13%
Somewhat likely	**Online**	**Paper**	**Total**	**Percent**
	79	84	163	15%
Very likely	**Online**	**Paper**	**Total**	**Percent**

	49	39	88	8%
Total Respondents				1103

To attend a class (computer use, research skills, public speaking, etc.)

Not likely at all	**Online**	**Paper**	**Total**	**Percent**
	217	167	384	33%
Reluctantly likely	**Online**	**Paper**	**Total**	**Percent**
	97	81	178	16%
Somewhat likely	**Online**	**Paper**	**Total**	**Percent**
	181	178	359	31%
Very likely	**Online**	**Paper**	**Total**	**Percent**
	104	122	226	20%
Total Respondents				1147

To borrow a BlueRay, DVD or other specialized format item

Not likely at all	**Online**	**Paper**	**Total**	**Percent**
	317	263	580	51%
Reluctantly likely	**Online**	**Paper**	**Total**	**Percent**
	102	74	176	16%
Somewhat likely	**Online**	**Paper**	**Total**	**Percent**
	107	107	214	19%
Very likely	**Online**	**Paper**	**Total**	**Percent**
	78	82	160	14%
Total Respondents				1130

To be able to borrow more items at a time

Not likely at all	**Online**	**Paper**	**Total**	**Percent**
	372	272	644	58%
Reluctantly likely	**Online**	**Paper**	**Total**	**Percent**
	82	65	147	13%
Somewhat likely	**Online**	**Paper**	**Total**	**Percent**
	89	104	193	17%
Very likely	**Online**	**Paper**	**Total**	**Percent**
	54	70	124	11%
Total Respondents				1108

To have items for a longer period of time

Not likely at all	**Online**	**Paper**	**Total**	**Percent**
	307	338	645	52%
Reluctantly likely	**Online**	**Paper**	**Total**	**Percent**
	95	74	169	14%
Somewhat likely	**Online**	**Paper**	**Total**	**Percent**

	115	129	244	20%
Very likely	**Online**	**Paper**	**Total**	**Percent**
	91	91	182	15%
Total Respondents				1240

To have a professional speaker come to my group

Not likely at all	**Online**	**Paper**	**Total**	**Percent**
	380	238	618	58%
Reluctantly likely	**Online**	**Paper**	**Total**	**Percent**
	62	68	130	12%
Somewhat likely	**Online**	**Paper**	**Total**	**Percent**
	90	99	189	18%
Very likely	**Online**	**Paper**	**Total**	**Percent**
	66	67	133	12%
Total Respondents				1070

APPENDIX G

Focus Groups Analysis

Focus Groups Analysis

The City Librarian conducted six community focus groups in February and March of 2012. The groups were held in four locations, and at different times to enable many to attend. Each group was small (between four and nine attendees), and spent about two hours reviewing questions and prioritizing the Public Library Association service responses.

The first four questions asked of the group were related to personal goals, needs, and concerns for the future. Then participants were asked to do a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis of the Torrance Public Library as they knew it today. The group then individually prioritized the eighteen possible service responses, putting them in order of importance for the Torrance Public Library. The responses were categorized by the demographics of each person – resident, student, parent, educator, caregiver, those with business concerns, and seniors. Staff participated in the ranking exercise in a separate focus group, or with the general public.

Common personal goals included staying healthy, having enough money to retire, taking care of others, and seeing the next generation succeed. Common worries included the economy, government, crime, the ability to maintain self-sufficiency, and having children or grandchildren not succeed. Common strengths of the Library were the Staff, personal assistance and responsiveness, the places, and public programs. Common weaknesses were lack of technology, complex or inconsistent policies and procedures, complicated processes to get service (especially via the website), and popular collections being unavailable or selection insufficient.

All groups (except Staff) showed a common trend in ranking Create Young Readers very highly, even above their own personal interests. Those with business concerns ranked it higher than the business service responses, for example, even when they were not parents or caregivers. Stimulate Imagination and Satisfy Curiosity were also commonly ranked high among the groups. Spaces were a common discussion point in the groups – with compliments on the physical Libraries along with complaints about the website and online resources being difficult to navigate. The groups assessed that education was critical to see their goals for their children and grandchildren come to fruition.

What is the best thing about Torrance?

100 years	churches / temples	location - everything here	library open Saturdays
balanced	bicycle friendly	less traffic than west LA	Cultural Arts Center
good location	geography in So Bay - easy to get	services - medical, shopping, business	centennial committee
weather	free way not too close	schools - pretty good	fire
schools, lots!	parks / libraries	near beach	feels like a safe place to live
pretty good shopping	teachers	great cultural programs / classes	
restaurants	classes - rec & Torrance adult	used to have good fireworks	
Cultural Arts Center	schools	armed forces day parade	
not Inglewood	airport	ECC	
hospitals	senior center	Hollywood Bowl Bus	
museum	OTNA	Rose float	
marsh	plunge	high real estate values	
parks	marsh	favorite library	
green space	shopping	farmers market	
responsible city staff	1950s feel	good hospitals	
excellent mayor/council	wide variety of community services	we have local heroes like Zamperini	
friendly	homey place, doesn't feel like a big city	museum	
safe	Wherever I go I'm at home	Rat beach	
library open Saturdays	good educational facilities - including adult education	police dept	
convenient - all needed is here	amazing restaurants - anywhere in world	council	
community	a lot of parks	weather	
not too large	a lot of libraries	safety	
different feeling from LA - more of a community	public activities - theatres	job is here	
business community good	public transport	convenient	
good gov't	safe	schools	
good schools	close to beach	a little bit of everything	
good library	shopping/stores	armed forces day parade	
good small businesses	great city hall - very responsive	beach, malls	
diverse ethnic make up - ethnic markets & restaurants	sister city	Wilson Park activities	
good climate / weather	historical society	community events	
access to beach & mountains	CERT	farmers market	
good parks	diversity	good police	

If you could change one thing about Torrance, what would it be?

closer freeway	subway stop	fix the mall - more amenities south of Carson
repair roads	sync traffic lights	reduce traffic
Univ satellite campus	upgrade mall	Del Amo Blvd! being done
reduce traffic/sync lights better	raises!	more frequent public transit
bigger theater (more audience capacity)	more public preschools	better bus lines/routes - weekend in particular
more $ for quality of life (eg. Events, concerts, July 4)	better bus service	more money to parks
add children's museum / discovery museum	rapid transit	more walking trails
lower prices of houses	connection to rail	improve traffic flow
less financial need of / for people	no more badly designed parking lots	more money to library
better public transit - red car, trains	bigger parking spaces	stop building condos everywhere
more money for schools / libraries	inconsiderate - dumping furniture in street	
more teachers	recycling for condos	
improve school buildings	confusing Torrance POs	
improve roads	more exciting performing arts center - more like Cerritos	
less traffic	better acts	
more bike lanes	cops slow down!	
busses run more often / later / weekends	continue rose float	
new central library - from ground up	more state of the art library - better exterior appearance	
bring food into library	art / independent movie house - bring back the Bijon!	
fix traffic problems	more fine restaurants (we only have chains)	
drivers classes - don't run over the Seniors longer walk signals	reopen bookstores	
more green transport - electric bus, shared car	a place to rollerblade safe & legal	
more trees	more safe bike paths	
repair streets	better walking paths - all are built for cars	
cats on a leash	no money excuses "we can't do this because of money"	

What keeps you awake at night?

Economy	money for retirement	education / poor cultural lit
Power outages - many	impolite people/bad manners in general	disagreeable / immoral politicians
World issues - Iran, nucs	critters on the roof	demagogs / liars
the news - bad	paying taxes	
break ins - theft	family health issues	
health issues	getting to work on time if I lose sleep	hope kids keep jobs - no boomerang kids - adult kids and family moving back home
quality of life - decline	wish people would be clear on the phone	changing history tests - leaving things out (holocaust, etc.)
more traffic, people	finding house	mortgage
hard to get around	medical bills	family
decline manners, civility	kids	solders coming home
spoiled kids	no Britannica	pay for college for kids
retirement	children	all costs going up
pensions	rising medical costs	finding a job
bankrupt - Soc Sec	getting access to a good doctor or lawyer	what will happen to libraries?
Medicare/Obama	aging parents	economy in general
it could happen to me	finding access to affordable resources	
worry about adult children - bills, taxes, jobs - adult kids more back with families	aging self	
family	being laid off / job security	
grandchildren - harder for younger generation	property taxes	
political situation / no agree	water bill	
budget for education	all costs going up - will I outlive my money?	
economy / saving for the future	gas prices	
strange noises	state finance - impact on mission of ECC	
health problems	McCourt still owns the lot!	
finances	bad drivers	
health	restaurants should be open later	
grades	crime - neighborhood going down	
job	closing adult schools	
wars	being alone for the rest of my life	
racism / sexism	poverty	

If you could have one thing that would make your life better, what would it be?

excellent health forever	instant visit to people far away
win lotto	cheap trustworthy cleaning service
no more worries - no awake at night	time for travel
more leisure time	more visitors/more company
more time	time to meet new people
more money	a husband
more time with family	money
peace on earth	a support system
more common sense / more pragmatic people	US has a balanced budget
people teach child manners / empathy	CA viable budget passed on time
more jobs	my friends stop moving away
more opportunities	keep my health
make travel faster	more time
more vacations	a good watch dog names Tock
more time away from work = better work	a good orthodox synagogue
more women in political office	restore knee to original condition
less bureaucracy	no arthritis, no headaches
greater understanding of healthcare	more time with family
smaller classes	see family more often
greater health	more recreation time
money	well paying job
be smarter	save time / more time for things you want to do
better memory	fix health problems
fulfilling (or more) employment	no time in traffic
"a wife" traditional	work part time with enough money to live on
be more handy / mechanical	money to retire now
be more technological lit	
more time	
a cold laser kit - for body to replace cells, new cells erase memory	
healing	
lots of money	

What are the weaknesses of the Torrance Library today?

days/hours - Fridays, evening	no coffee shop on site	website - favorite websites, local resources are gone now	short hours	we don't train public on using computers
ebooks!	non romanized language - not in catalogue	website not intuitive program listing, not fun to look at (need visual interest, need calendar	branches closed Fridays	people working jobs they don't know
lack of access to computers - go to 1 hr on Sundays - get donations	webpage	Website no place to submit comment	no kindle ebooks	need more staff
out dated collections (NF - wine making & social sciences) sometimes	no ebooks	Website - tiny print, more prominent link to locations & branches & hours	hours	long checkout lines
lack of quiet zones	need more copies of best sellers (Hunger Games)	Website says new item is in, but is no	online sometimes takes several tries	
using cell phones - ringers	BluRay DVDs	Website - keep up to date	old multi media section	
new books are really not new	branches closed Fridays	book selection not as good (Hawthorne may have)	old movies section	
more books purchased - book clubs	ebooks - none	need new branch leg at Hawthorne & Sepulveda area	need better way to figure out a good book to read (eg. Amazon, recommendations like 'people who bought his book...'	
need signs about library etiquette	need better wifi	need more sponsors to offer more quality	B & W receipts	
PV has cultural music/chamber - do more	need more room from people to study	children programs - too cookie cutter, spice it up a bit	way to do this without asking	
funding cutbacks	need designation of quiet study space	study rooms - need to be more sound proof	space	
request fee	bigger facilities needed	need to innovative package book/movie to get interest of kids/teens	feel lost in selections, don't know how to find	
keeping up with modern technology	need to teach technical skills	slow system when too many on	basement feels neglected - not as user friendly	
need more hours	lower request fees	having to use computers for tax forms, etc	not as easy to navigate	
branches closed Fridays	more consistent fees - juvenile vs adult	required "gov't makes us"	staff shortages	
staff changeover	more copies of current bestsellers faster	automation - renewal line - people want to talk to a person	staff (sometimes get complaints)	
staff enforcing policy more consistently				
small branches				
tight budget				

What are the opportunities on the horizon for Torrance Library?

bookmobiles	library without walls - free broadband & library is a part - online ref chat - online book clubs	business models - making money, fundraising
ebooks	learn new things	update computers
movies at the library	many languages spoken	faster system
programs for grandparents - kids hear stories aloud by an older adult	Grants	online
literacy - one on one	free stuff - we get stuff for free	ebooks
get volunteers - people skilled - balance volunteers with staff - many between jobs	constant changing technology	don't charge .75 for request
combining branches	new staff, new places, new eyes	future of the physical colledtion
get big business to help more	unemployment - opportunity to serve	opportunities for older boys (grade 5-6, etc.
ebooks	large corporations want better image	video game lending
e____ (fill in the blank)	well educated volunteers (retirees & unemployed)	teen advisory council
training the use e-_____ (the public)	social media	open earlier
classes	technological interaction	
volunteers walking around on site	training / education - helping people, giving tools, helping people use materials to make decisions	
all e-_____ need less space	more programs	
fewer staff needed	pave the streets	
staff doing less sort / shelve more train	computers - touch screens	
help people find jobs	tablets / iPads	
more partnerships (eg. WIN train) - joint programs	books on CD - need a big selection (audio)	
bookstores going out of business	teen facility	
buy vs free	ebooks	
economy - people have less $	baby boomers	
show value of library to city	print still matters	
ebooks	adult education	

What are the threats on the horizon for Torrance Library?

budget	business seeing themselves as library competitor	staff burnout (we want them to be enthusiastic, polite, cheerful at all times!)
CA bureaucracy	rising costs of books & other access	surveillance / wire tapping
steady population	publishers don't like libraries	many language spoken
less open outs	lack of privacy/social media/Amazon	bad economy
property values tax base	interacting through technology	health care costs going up
no dedicated Sundays	government insisting on use of computer for access	ebooks - threat to traditional
funding cuts	no intuitive websites & lack of human contact	need to keep kids reading
not staying current	government agencies don't understand social media as applies to libraries	ebook formats
ereaders	always looking for something new (staff)	money
ewatchers / elisteners	constant changing technology	peoples' perception - "don't need"
online video	lack of staff (adequate)	people don't know what is available
technology expense	increasing gas prices	loss of speech
keeping current	vocal "nobody uses the library"	ebooks
fewer jobs in library	unemployment - impact public funding	
bookstores going out of business - library next?	lack of government funding	
vandalism	reluctance to fill vacancies	
will library remain a priority - library does not make money	SOPA / PIPA - gov't laws on wireless etc.	
loss of personal interaction	major cuts	
irrelevance	predators / criminals / thieves / vandals	
lower budget	losing library users, esp younger	
part time librarians with out stake in community or collection	failure to consistently enforce policies	
talking computer can take your job	lack of quiet	
political correctness	cutting hours / closing days / closing Sundays	

If the Torrance Public Library had every resource it needed to do everything it needed to do for a sustained period of time - what would Torrance look like?

It would look essentially the same, but more people would be aware of and use resources offered and provided by the City of Torrance (all Depts.)
Larger, better equipped branches. Better traffic infrastructure, pedestrian & bike friendly
Vibrant, engaged, informed community
Free, easily accessible information for all. Informed literate community
Information - fast, free and plenty
The community would have a 'one-stop-shop' for all of their needs - life would be easier and angels would sing
A community of people of all ages connected to each other by shared involvement in the arts, literature, governmental participation, volunteerism, environmental awareness - in sum, self-improvement and community improvement.
Happy readers in multiple formats - e-books, online, traditional books & audio. Technologically savy patrons of all ages wandering the streets (a smartphone in every hand). City-wide wifi. Skilled workers in lots of fields needed to fill jobs in Torrance (low unemployment). Parks would be utilized more often for city-sponsored events, year-round. Relaxed / less stressed out City employees. 100% literacy at age 5.
Once upon a time in the future, Torrance Library had all the money it needed to provide all the services its patrons were asking for. Everyone could read by age 5, because there were enough early literacy programs to each the little ones to read on a consistent basis. Classes on technology were taught to people of all ages, to get them started on whatever types of life-enhancing information technology was available. The citizens were informed on how to find job resources & where to go to get the skills they needed to fill available jobs in Torrance. People get together at city events to have face-time, rather than only interacting with technology.
Happy, healthy residents and visitors who are well-educated, confident, optimistic about the future. They have what they need to live, work successfully with ideas on how to enjoy their leisure time. They are polite, respectful of others cultural differences and opinions. They are generous with time (volunteering) and funding and enjoy interacting with others professionally and socially but not afraid or bored when they are alone. They feel safe and free to enjoy their residences, public building and outdoors without undue hassles. They can get to all areas of Torrance and neighboring communities. Kids will be able to learn and get their homework done, not fall behind in school and learn how to use the library and other civic facilities to keep on learning and pursue new interests. Seniors will be productive, healthy and be able to keep up with new technology.
In the future, the City of Torrance would have a library system that is up to date with the latest technology to support its varied services. Branch facilities large enough to accommodate all the patrons needs including study rooms, quiet areas, and computer stations. Burbank's Buena Vista branch is a good example. Adequate staff to support the varied programs!
I would like to see the city and facilities brought up to date in this technical world.
Well informed - educated - aware
We'd have a much larger population coming to and interested in the library.
It would be really 'cool' for children and teens to visit the library. Library use would mean success at school, work life and personal life. The library would have an excellent reputation in Southern California. The city would be proud to have such a great library.
Torrance would be a more cultured city. Residents would be reading and learning more, elevating themselves personally, participating in theatre events, lectures, etc., more often. I believe this would lead to less crime, and a 'classier' city.
More responsive Government officials - attractive buildings - more polite patrons - much more intelligent conversations at starbucks - more active citizens
A lot more people would be going / moving to Torrance - hi-tech jobs - more educated people - (possibly) lose 'personalization' factor - diversified - job opportunities

If the library had unlimited resources it would be able to constantly expand the physical collection, without worry of space - provide as many digital resources as physical resources - hold community and cultural events on a weekly basis - promote lifelong learning among the older members of the community as well as help children become literate earlier in life - give all members of the community a reason to come into the facilities, even if they aren't necessarily the most avid readers - offer programs to teach people how to use and seek out information to make them become more informed citizens - offer the most up to date technology and computer software to keep up with the fast moving world - make sure that everyone in the community always knows what is going on at the library
The library would have a welcoming, comfortable look so that it looked like a place that you would like to relax in and read a good book. It would have a theatre for performances and shows. It would have an improved online website that is easy to navigate and monthly highlight a different area of library services available called 'did you know?' It would have an improved layout for the media area that wasn't so confusing. It would have extended hours and open every Friday and Sunday at all branches. There would be a great eBooks section for those who wanted it. At the library there would be even more pleasant, professional librarians and staff to help you and welcome you to the library. Of course, there would be even more money for the book collection and even a video game lending library along with programming geared at older school age boys.
Torrance would become a real community with interaction between young & old, male & female - a real rainbow of color and ideas - creating discussions under the trees, in the community gardens, with improv drama, music concerts, chess games - joint computer games if any.
More informed citizens - more congenial, tighter-knit community. Lower crime rate. More people would become active in community organizations, more people would know each other
Well informed - educated - connected - literate
I think Torrance would look like something from a Star Trek / Star Wars type of place where everything and everyone access and resources. Like in Star Trek, each ship has staff and its own resources but when it was time to regroup they would go to the 'mothership' to recuperate. So I see Torrance having unlimited access and plenty of staff and resources and the other cities following its organization.
The city would have well informed citizens. The library could provide more services at no charge. More programs for adults and children.
The people of Torrance would be more informed - more knowledgeable - happier - more considerate of each other
Torrance Public Library would be a front runner in technology and 'e' access. This would include access to 'e' resources, staff training of public to use these resources, and partnerships with outside agencies to make best use of 'e'. We would also offer print & formats currently available until they are no longer useful. Staff would be flexible, knowledgeable and independent regarding policy and procedures. Finally, we would think patrons first at all times...customer service would be number one. Without well trained, empathetic staff all technology training will be of no use.

Business Owner

	Visit a Comfortable Place: Physical and Virtual Spaces	Stimulate Imagination: Reading, Viewing, and Listening for Pleasure	Satisfy Curosity: Lifelong Learning	Create Young Readers: Early Literacy	Learn to Read and Write: Adult, Teen, and Family Literacy	Get Facts Fast: Ready Reference	Understand How to Find, Evaluate, and Use Information: Information	Celebrate Diversity: Cultural Awareness	Know Your Community: Community Resources and Services
1	18	1	4	2	3	5	7	11	13
2	8	3	2	1	11	4	16	12	7
3	8	4	5	1	11	7	13	16	9
4	8	3	2	1	4	9	5	11	7
5	7	3	5	1	2	9	8	18	15
TOTAL	**49**	**14**	**18**	**6**	**31**	**34**	**49**	**68**	**51**
AVERAGE	**2**	**1**	**1**	**0**	**1**	**2**	**2**	**3**	**2**

Make Informed Decisions: Health, Wealth, and Other Life Choices	Succeed in School: Homework Help	Make Career Choices: Job and Career Development	Connect to the Online World: Public Internet Access	Be an Informed Citizen: Local, National and World Affairs	Welcome to the United States: Services for New immigrants	Discover Your Roots: Genealogy and Local History	Build Successful Enterprises: Business and Nonprofit Support	Express Creativity: Create and Share Content
14	8	15	6	12	10	17	16	9
17	9	15	5	6	10	18	13	14
12	2	14	3	6	17	18	15	10
14	6	12	15	16	10	13	18	17
11	4	13	10	12	17	16	14	6
68	**29**	**69**	**39**	**52**	**64**	**82**	**76**	**56**
3	**1**	**3**	**2**	**2**	**3**	**4**	**4**	**3**

Caregiver

	Visit a Comfortable Place: Physical and Virtual Spaces	Stimulate Imagination: Reading, Viewing, and Listening for Pleasure	Satisfy Curosity: Lifelong Learning	Create Young Readers: Early Literacy	Learn to Read and Write: Adult, Teen, and Family Literacy	Get Facts Fast: Ready Reference	Understand How to Find, Evaluate, and Use Information: Information fluency	Celebrate Diversity: Cultural Awareness	Know Your Community: Community Resources and Services
1	18	1	4	2	3	5	7	11	13
2	7	2	4	8	10	1	3	14	6
3	11	1	2	12	15	5	4	16	8
4	11	7	8	6	12	13	4	3	10
TOTAL	**47**	**11**	**18**	**28**	**40**	**24**	**18**	**44**	**37**
AVERAGE	**12**	**3**	**5**	**7**	**10**	**6**	**5**	**11**	**9**

Make Informed Decisions: Health, Wealth, and Other Life Choices	Succeed in School: Homework Help	Make Career Choices: Job and Career Development	Connect to the Online World: Public Internet Access	Be an Informed Citizen: Local, National and World Affairs	Welcome to the United States: Services for New immigrants	Discover Your Roots: Genealogy and Local History	Build Successful Enterprises: Business and Nonprofit Support	Express Creativity: Create and Share Content
14	8	15	6	12	10	17	16	9
11	9	13	5	15	18	12	17	16
3	14	13	18	7	17	6	10	9
15	14	9	18	1	5	16	17	2
43	**45**	**50**	**47**	**35**	**50**	**51**	**60**	**36**
11	**11**	**13**	**12**	**9**	**13**	**13**	**15**	**9**

Educator

	Visit a Comfortable Place: Physical and Virtual Spaces	Stimulate Imagination: Reading, Viewing, and Listening for Pleasure	Satisfy Curosity: Lifelong Learning	Create Young Readers: Early Literacy	Learn to Read and Write: Adult, Teen, and Family Literacy	Get Facts Fast: Ready Reference	Understand How to Find, Evaluate, and Use Information: Information fluency	Celebrate Diversity: Cultural Awareness	Know Your Community: Community Resources and Services
1	18	1	4	2	3	5	7	11	13
2	7	2	4	8	10	1	3	14	6
3	11	1	2	12	15	5	4	16	8
4	16	4	1	6	12	7	9	5	10
5	12	4	2	10	6	8	1	11	15
6	12	13	3	1	2	16	15	11	8
7	9	1	5	2	16	3	4	13	7
8	10	2	1	3	15	6	5	12	16
9	8	3	2	1	4	9	5	11	7
10	1	3	7	2	14	8	5	9	11
11	18	14	7	4	1	6	11	13	16
12	12	8	7	2	3	6	1	13	9
TOTAL	**134**	**56**	**45**	**53**	**101**	**80**	**70**	**139**	**126**
AVERAGE	**11**	**5**	**4**	**4**	**8**	**7**	**6**	**12**	**11**

Make Informed Decisions: Health, Wealth, and Other Life Choices	Succeed in School: Homework Help	Make Career Choices: Job and Career Development	Connect to the Online World: Public Internet Access	Be an Informed Citizen: Local, National and World Affairs	Welcome to the United States: Services for New immigrants	Discover Your Roots: Genealogy and Local History	Build Successful Enterprises: Business and Nonprofit Support	Express Creativity: Create and Share Content
14	8	15	6	12	10	17	16	9
11	9	13	5	15	18	12	17	16
3	14	13	18	7	17	6	10	9
11	18	15	8	2	17	13	14	3
14	5	13	3	7	17	16	18	9
5	4	6	17	9	18	10	7	14
11	10	14	6	8	17	12	18	15
8	4	11	7	9	14	17	13	18
14	6	12	15	16	10	13	18	17
10	4	15	12	6	16	13	17	18
8	5	2	9	10	3	17	12	15
5	16	10	15	4	14	11	17	18
114	**103**	**139**	**121**	**105**	**171**	**157**	**177**	**161**
10	**9**	**12**	**10**	**9**	**14**	**13**	**15**	**13**

Parent

	Visit a Comfortable Place: Physical and Virtual Spaces	Stimulate Imagination: Reading, Viewing, and Listening for Pleasure	Satisfy Curosity: Lifelong Learning	Create Young Readers: Early Literacy	Learn to Read and Write: Adult, Teen, and Family Literacy	Get Facts Fast: Ready Reference	Understand How to Find, Evaluate, and Use Information: Information fluency	Celebrate Diversity: Cultural Awareness	Know Your Community: Community Resources and Services
1	18	1	4	2	3	5	7	11	13
2	8	3	2	1	11	4	16	12	7
3	6	11	5	2	9	17	3	8	1
4	7	2	4	8	10	1	3	14	6
5	9	6	1	5	11	4	2	15	13
6	12	4	2	10	6	8	1	11	15
7	6	14	10	5	2	4	9	12	8
8	10	2	1	3	15	6	5	12	16
9	8	4	5	1	11	7	13	16	9
10	7	3	5	1	2	9	8	18	15
11	1	3	7	2	14	8	5	9	11
TOTAL	**92**	**53**	**46**	**40**	**94**	**73**	**72**	**138**	**114**
AVERAGE	**8**	**5**	**4**	**4**	**9**	**7**	**7**	**13**	**10**

Make Informed Decisions: Health, Wealth, and Other Life Choices	Succeed in School: Homework Help	Make Career Choices: Job and Career Development	Connect to the Online World: Public Internet Access	Be an Informed Citizen: Local, National and World Affairs	Welcome to the United States: Services for New immigrants	Discover Your Roots: Genealogy and Local History	Build Successful Enterprises: Business and Nonprofit Support	Express Creativity: Create and Share Content
14	8	15	6	12	10	17	16	9
17	9	15	5	6	10	18	13	14
16	15	14	4	18	13	7	12	10
11	9	13	5	15	18	12	17	16
3	10	14	7	8	12	16	17	18
14	5	13	3	7	17	16	18	9
17	3	16	1	18	7	11	15	13
8	4	11	7	9	14	17	13	18
12	2	14	3	6	17	18	15	10
11	4	13	10	12	17	16	14	6
10	4	15	12	6	16	13	17	18
133	**73**	**153**	**63**	**117**	**151**	**161**	**167**	**141**
12	**7**	**14**	**6**	**11**	**14**	**15**	**15**	**13**

Resident

	Visit a Comfortable Place: Physical and Virtual Spaces	Stimulate Imagination: Reading, Viewing, and Listening for Pleasure	Satisfy Curosity: Lifelong Learning	Create Young Readers: Early Literacy	Learn to Read and Write: Adult, Teen, and Family Literacy	Get Facts Fast: Ready Reference	Understand How to Find, Evaluate, and Use Information: Information fluency	Celebrate Diversity: Cultural Awareness	Know Your Community: Community Resources and Services
1	18	1	4	2	3	5	7	11	13
2	8	3	2	1	11	4	16	12	7
3	7	2	4	8	10	1	3	14	6
4	16	4	1	6	12	7	9	5	10
5	12	4	2	10	6	8	1	11	15
6	8	4	5	1	11	7	13	16	9
7	8	3	2	1	4	9	5	11	7
8	7	3	5	1	2	9	8	18	15
9	1	3	7	2	14	8	5	9	11
10	4	8	2	1	10	11	5	9	12
11	7	1	9	11	16	3	5	10	4
TOTAL	**96**	**36**	**43**	**44**	**99**	**72**	**77**	**126**	**109**
AVERAGE	**9**	**3**	**4**	**4**	**9**	**7**	**7**	**11**	**10**

Make Informed Decisions: Health, Wealth, and Other Life Choices	Succeed in School: Homework Help	Make Career Choices: Job and Career Development	Connect to the Online World: Public Internet Access	Be an Informed Citizen: Local, National and World Affairs	Welcome to the United States: Services for New immigrants	Discover Your Roots: Genealogy and Local History	Build Successful Enterprises: Business and Nonprofit Support	Express Creativity: Create and Share Content
14	8	15	6	12	10	17	16	9
17	9	15	5	6	10	18	13	14
11	9	13	5	15	18	12	17	16
11	18	15	8	2	17	13	14	3
14	5	13	3	7	17	16	18	9
12	2	14	3	6	17	18	15	10
14	6	12	15	16	10	13	18	17
11	4	13	10	12	17	16	14	6
10	4	15	12	6	16	13	17	18
15	6	7	3	14	13	16	18	17
13	8	12	2	15	14	18	17	6
142	**79**	**144**	**72**	**111**	**159**	**170**	**177**	**125**
13	**7**	**13**	**7**	**10**	**14**	**15**	**16**	**11**

Senior

	Visit a Comfortable Place: Physical and Virtual Spaces	Stimulate Imagination: Reading, Viewing, and Listening for Pleasure	Satisfy Curosity: Lifelong Learning	Create Young Readers: Early Literacy	Learn to Read and Write: Adult, Teen, and Family Literacy	Get Facts Fast: Ready Reference	Understand How to Find, Evaluate, and Use Information: Information fluency	Celebrate Diversity: Cultural Awareness	Know Your Community: Community Resources and Services
1	6	11	5	2	9	17	3	8	1
2	7	2	4	8	10	1	3	14	6
3	16	4	1	6	12	7	9	5	10
4	12	4	2	10	6	8	1	11	15
5	6	14	10	5	2	4	9	12	8
6	10	2	1	3	15	6	5	12	16
7	8	4	5	1	11	7	13	16	9
8	8	3	2	1	4	9	5	11	7
9	7	3	5	1	2	9	8	18	15
10	18	14	7	4	1	6	11	13	16

TOTAL	**98**	**61**	**42**	**41**	**72**	**74**	**67**	**120**	**103**
AVERAGE	**10**	**6**	**4**	**4**	**7**	**7**	**7**	**12**	**10**

Make Informed Decisions: Health, Wealth, and Other Life Choices	Succeed in School: Homework Help	Make Career Choices: Job and Career Development	Connect to the Online World: Public Internet Access	Be an Informed Citizen: Local, National and World Affairs	Welcome to the United States: Services for New immigrants	Discover Your Roots: Genealogy and Local History	Build Successful Enterprises: Business and Nonprofit Support	Express Creativity: Create and Share Content
16	15	14	4	18	13	7	12	10
11	9	13	5	15	18	12	17	16
11	18	15	8	2	17	13	14	3
14	5	13	3	7	17	16	18	9
17	3	16	1	18	7	11	15	13
8	4	11	7	9	14	17	13	18
12	2	14	3	6	17	18	15	10
14	6	12	15	16	10	13	18	17
11	4	13	10	12	17	16	14	6
8	5	2	9	10	3	17	12	15

122	**71**	**123**	**65**	**113**	**133**	**140**	**148**	**117**
12	**7**	**12**	**7**	**11**	**13**	**14**	**15**	**12**

Staff

	Visit a Comfortable Place: Physical and Virtual Spaces	Stimulate Imagination: Reading, Viewing, and Listening for Pleasure	Satisfy Curosity: Lifelong Learning	Create Young Readers: Early Literacy	Learn to Read and Write: Adult, Teen, and Family Literacy	Get Facts Fast: Ready Reference	Understand How to Find, Evaluate, and Use Information: Information fluency	Celebrate Diversity: Cultural Awareness	Know Your Community: Community Resources and Services
Staff 1	1	2	3	4	5	6	7	8	9
Staff 2	14	3	9	2	1	8	10	15	12
Staff 3	13	16	5	7	3	11	1	2	9
Staff 4	7	4	10	3	12	2	6	16	8
Staff 5	15	4	18	8	3	5	1	12	9
Staff 6	12	5	1	2	8	6	7	13	3
Staff 7	8	6	2	10	14	16	12	13	7
Staff 8	12	6	3	4	10	5	7	13	8
Staff 9	10	9	1	6	13	18	12	5	2
Staff 10	8	16	3	2	1	17	12	15	5
Staff 11	17	14	18	7	13	4	6	9	1
Staff 12	5	13	10	3	7	8	11	16	9
Staff 13	11	8	1	6	9	2	4	17	14
Staff 14	12	13	5	18	10	3	1	16	8
Staff 15	13	10	5	12	11	3	6	9	8
Staff 16	3	7	2	13	6	15	18	9	1
Staff 17	5	3	1	16	17	7	8	6	2
Staff 18	5	16	4	13	12	1	3	11	10
Staff 19	11	8	6	4	5	12	1	13	14
Staff 20	3	4	2	9	11	6	10	16	15
Staff 21	16	9	8	14	13	3	4	18	5
Staff 22	9	2	5	1	3	11	8	16	7
TOTAL	**210**	**178**	**122**	**164**	**187**	**169**	**155**	**268**	**166**
AVERAGE	**10**	**8**	**6**	**7**	**9**	**8**	**7**	**12**	**8**

Make Informed Decisions: Health, Wealth, and Other Life Choices	Succeed in School: Homework Help	Make Career Choices: Job and Career Development	Connect to the Online World: Public Internet Access	Be an Informed Citizen: Local, National and World Affairs	Welcome to the United States: Services for New immigrants	Discover Your Roots: Genealogy and Local History	Build Successful Enterprises: Business and Nonprofit Support	Express Creativity: Create and Share Content
10	11	12	13	14	15	16	17	18
5	4	6	7	13	16	11	18	17
8	10	6	17	4	15	12	18	14
11	5	13	9	1	14	15	18	17
16	6	13	2	11	7	17	10	14
14	11	15	4	9	10	16	17	18
5	3	11	1	9	4	15	17	18
1	9	11	17	2	16	14	15	18
3	4	15	11	16	14	7	8	17
7	9	6	14	4	18	10	11	13
8	2	10	3	5	12	15	16	11
4	1	2	6	12	17	15	14	18
3	13	12	5	7	10	16	15	18
7	15	6	9	4	17	2	11	14
1	18	16	2	7	17	15	14	4
17	12	11	14	16	8	5	4	10
14	11	10	4	18	9	12	15	13
2	7	8	9	6	14	15	17	18
7	3	15	10	2	9	16	17	18
1	7	8	5	13	12	14	17	18
6	15	10	1	2	17	11	7	12
13	4	12	6	10	15	18	14	17
163	**180**	**228**	**169**	**185**	**286**	**287**	**310**	**335**
7	**8**	**10**	**8**	**8**	**13**	**13**	**14**	**15**

Student

	Visit a Comfortable Place: Physical and Virtual Spaces	Stimulate Imagination: Reading, Viewing, and Listening for Pleasure	Satisfy Curosity: Lifelong Learning	Create Young Readers: Early Literacy	Learn to Read and Write: Adult, Teen, and Family Literacy	Get Facts Fast: Ready Reference	Understand How to Find, Evaluate, and Use Information: Information fluency	Celebrate Diversity: Cultural Awareness	Know Your Community: Community Resources and Services
1	8	3	2	1	11	4	16	12	7
2	7	2	4	8	10	1	3	14	6
3	11	7	8	6	12	13	4	3	10
4	12	4	2	10	6	8	1	11	15
5	12	13	3	1	2	16	15	11	8
6	8	3	2	1	4	9	5	11	7
7	12	8	7	2	3	6	1	13	9
TOTAL	**70**	**40**	**28**	**29**	**48**	**57**	**45**	**75**	**62**
AVERAGE	**10**	**6**	**4**	**4**	**7**	**8**	**6**	**11**	**9**

Make Informed Decisions: Health, Wealth, and Other Life Choices	Succeed in School: Homework Help	Make Career Choices: Job and Career Development	Connect to the Online World: Public Internet Access	Be an Informed Citizen: Local, National and World Affairs	Welcome to the United States: Services for New immigrants	Discover Your Roots: Genealogy and Local History	Build Successful Enterprises: Business and Nonprofit Support	Express Creativity: Create and Share Content
17	9	15	5	6	10	18	13	14
11	9	13	5	15	18	12	17	16
15	14	9	18	1	5	16	17	2
14	5	13	3	7	17	16	18	9
5	4	6	17	9	18	10	7	14
14	6	12	15	16	10	13	18	17
5	16	10	15	4	14	11	17	18
81	**63**	**78**	**78**	**58**	**92**	**96**	**107**	**90**
12	**9**	**11**	**11**	**8**	**13**	**14**	**15**	**13**

APPENDIX H

Library Planning Team

Library Planning Team

This Plan was produced by the Staff of the Torrance Public Library. Serving on the planning team were:

Cynthia Aguado, Youth Services Librarian
Phyllis Aoyama, Library Assistant
Theresa Babiar, Youth Services Librarian
Rachel Bieber, Audiovisual Librarian
Craig Buehler, Supervising Librarian
Suganthi Buehler, Reference Librarian
Evan Coates, Youth Services Librarian
Patrice Deleget, Senior Librarian
Steve Frame, Senior Librarian
Heather Firchow, Senior Librarian
Michael George, Reference Librarian
Kimberly Glapion, Junior Library Clerk
Patricia Higley, Youth Services Librarian
Denise Nunez, Temporary Senior Librarian
Philip Johnston Ross, Reference Librarian
Jay Spradlin, Youth Services Librarian
Kay Ujimori, Supervising Librarian
Gail Van Vranken, Senior Librarian
Lia Vega, Library Assistant
Liza Vela, Library Secretary
Dana Vinke, Principal Librarian
Jan Wierzbicki, Principal Librarian
Zoe Yun, Library Page

Additional thanks to outside readers and participants in the planning process:

Andrew Orpe, Administrative Analyst, Community Services Department
Matthew Moses, Graduate School of Education and Information Studies, UCLA
Tim Parker, Graduate School of Education and Information Studies, UCLA
Michael Wermers, Torrance Unified School District Board of Education

Process approval and final review by the Torrance Library Commission:

Flo Stapleton, Chair
Toni Sargent, Vice Chair
Georgia Perkins, Commissioner
Allen Ravine, Commissioner
Harry Ross, Commissioner
Gavin Wasserman, Commissioner
Wendy Wengrow, Commissioner
John Jones, Community Services Director