

Town of Los Gatos, California

Space Program

Review Draft - Working Document

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Introduction Section A

Context and Key Concepts

The Town of Los Gatos seeks to develop a strategic master plan that will describe the long-term needs of the community for civic and library services, as well as define the facilities necessary to accommodate those needs. This planning effort, which began in Spring, 2002, is scheduled for completion in 2006. The strategic master plan includes the review of the existing Civic Center, Library, Neighborhood Center, and the R.J. Bryant Service Center.

Purpose of this Document –Space Program

Space Program

The purpose of this document is to define the space, technical and functional requirements of the Civic Center based upon the Strategic Operational Plan. The Space Program defines Site and Building Criteria, Site Relationships, Space Allocation and Functional Relationships (adjacencies and stacking).

This document will serve as a working guide for the remaining strategic master planning effort. This information will provide the space needs and functional relationships of the services and operations of the Civic Center. Site options can then be developed to diagram solutions that address these needs.

Master Plan

At completion, the master plan will include the service assessment, operational plan and space programs, as well as site options for configuration of space requirements, cost models associated with improvements or new construction (if necessary to meet the needs), financing and funding strategies, and a phasing plan. These options could include current or future new or improved facilities, or may simply identify more effective use of the existing facilities. With this information, the Town Council will be able to make the necessary decisions regarding any improvements to services or facilities that will serve the Town today and in the future.

Process Overview

This process focuses on understanding the service delivery needs of the community and customers now and in the future. Three fundamental questions are asked:

- **What** services are needed?
- **How** will they be delivered?
- **Where** will they be provided?

The Town Service Assessment (current Working Document dated October 2, 2002) evolved from various public and staff outreach efforts to define the “**what** services are needed” question. The Strategic Operational Plan defines “**how** services will be delivered.” This Space Program document, in conjunction with the site options to be developed, defines “**where**” services are provided. Each part of the process builds upon information developed earlier. Concurrent to the effort described, above, are assessments and analysis

Introduction Section A

Process Overview

of the existing facilities and sites.

A Core Team, which includes staff from the Town of Los Gatos and the consultant team, is responsible for the design and management of the strategic master planning process. A Community Advisory Committee, comprised of Board and Commission, School District, Library and Community representatives, is working with the Core Team at an advisory level and in advocating community participation in the planning process.

In addition to the community and staff outreach used to develop the Strategic Operational Plan, the consultant team documented existing space utilization and interviewed staff to develop an assessment of space needs. Specific needs, generally accepted planning principles and allocations for future growth were used to develop the space program requirements included in this document.

Role and Vision of the Civic Center and Library

The Service Assessment contains a service-oriented role and vision for the Civic Center and Library developed through outreach to the community and staff, and represents the community's voice regarding priorities for Civic Center services. The seven key concepts that drive operational planning and space requirements are:

1. Continue to provide personalized services to the community, including residents, businesses and visitors, through a **small town service model**.
2. Provide **coordinated and comprehensive access to information** about Town services
3. Ensure **accessibility and convenience of services**
4. Utilize available and **emerging technologies to extend and enhance individual interaction** with the Town through options for self-service and extended hours
5. Provide **space for community and staff** meetings, dialogue, gathering, celebration, learning and reflection
6. Provide access to **greater resources and opportunities for learning**, development and entertainment for all ages through programs, services, and materials
7. **Partner with other public, private and non-profit** organizations to extend and leverage resources and enhance services

The key findings in the service assessment are foundational to the space program requirements proposed within this document. The service delivery approaches within the Strategic Operational Plan are designed to enhance or improve customer service at a town-wide level, and can only be accomplished through interdepartmental coordination and town management's leadership.

Introduction Section A

Role and Vision of the Civic Center and Library

The implementation of these approaches will depend considerably on the use of technology and must be coordinated with the Information Technology Strategic Plan.

Space Program Section B

Introduction

This section, and the information included in Appendix 2, 3, 4a, 4b, and 5 focus on the factors affecting development of space program requirements, as well as the proposed space program for the Civic Center.

The proposed space program reflects the minimum space necessary to support the service approaches defined in the Strategic Operational Plan. Each department was assessed for its current space utilization, and gaps were identified in service delivery or operational functions due to space constraints.

Interviews with staff and the Executive Team, as well as onsite tours, contributed to the development of the proposed space requirements. Spaces that were identified as not necessary to delivery core services, but which would provide opportunities for enhanced efficiencies or services, are included in Appendix 3 as additional, optional space program components. Through development of site options, these spaces may be accommodated where opportunities exist.

Factors also include strategies for development of standardized work modes, which identify the amount of space required to perform functions, as well as strategies for modularity, which provide for future flexibility in adaptive reuse of space. Projections for future growth and change in both service area population and staff, as well as an evolution of current service delivery approaches based on information gathered and developed in the Service Assessment and Strategic Operational Plan have been factored into the space program as well.

Space Allocation Strategies Functional Work Modes

Space allocation in organizations can be addressed through standards developed around hierarchy, parity, or functionality. The Core Team and consultant team have developed a series of workspace prototypes that support the different functional requirements of staff in the organization. These prototypes are defined as Work Modes, and are used in space programming to identify the square feet necessary to accommodate the different functions and specific tasks of staff. This can refer to the actual inventory and size of furnishings and equipment needed in a particular space. The Functional Work Mode determines the actual net square feet (NSF) necessary for an individual workspace, but does not identify hierarchical organizational structure, actual final furniture selections or partition material (hard wall vs. panel system). (Work Modes are also used as a way of calculating other spaces such as conference rooms, storage and resource areas.) Work Modes are shown as individual workspaces, however these spaces can be clustered together to create collaborative teaming areas.

Work modes have been developed for application to all departmental

Space Program Section B

Space Allocation Strategies

workspaces. Not every site component will utilize each work mode. The full set of work modes that are applicable to all site components are included in Appendix 4a. Please note that the work modes are conceptual representations of the workspace 'footprint' necessary to accommodate functional requirements and generate space allocation. The work modes do not represent actual furniture, which will be addressed later in the design phase. Please see Appendix 4a., Building Standard Assumptions and Functional Work Modes, for fixtures, furniture and equipment, as well as space allocation projections.

Storage in excess of that for each Work Mode is accommodated in storage areas, file rooms or other spaces as required.

Modular Planning Approach

Staff offices and conference room spaces have been designed within 10 foot by 12 foot modules to create flexibility in spaces and easier transformation of space from one use to another. Spaces developed as hard wall areas should consider the future adaptation of their intended use to another when planning adjacencies, access and security.

Director's level private offices that require more intensive conferencing are in a 12'D x 20'W module of 240 square feet. This footprint is also used for a medium conference room that seats 10. In the future, the medium conference room could accommodate an additional director or a vacant director's office due to reorganization could become an additional conference space without much structural change.

Manager's level private offices with conferencing are in a 12'D x 10'W module of 120 square feet. This footprint is also used for a small conference room that seats 6. Offices and conference spaces could be changed out dependent on spatial and staffing needs.

Work Modes M-2, P-3, T-1 and T-2 all share the footprint of 12'D x 15'W. These spaces could be interchanged as the need arises. Large conference rooms that seat 20 in a 24'D x 20'W module of 480 square feet could be divided to create (2) director's offices or (4) manager's offices.

Work modes that are 8'D x 10'W can be accommodated within a 12' module allowing for 4' of circulation aisles.

Modular Planning approach:

- Based on a 10' by 12' module (5' increments on X axis and 4' increments on Y axis)
- Flexibility in spaces, for example larger conference spaces could be subdivided into future offices
- Workstations fit on module with 4' aisle widths
- Industry standard ratio for a collaborative work scenario consisting of

Support Space Ratios

Space Program Section B

Space Needs Assessment - Centralized Information and Referral

Town to ask a variety of questions. Additionally, information requests come through walk-ins and web based requests.

- The majority of questions are asked by telephone
- Security of confidential information is often compromised with a lacking of confidential meeting places

Staff and Community Meeting and Event Spaces

Identified Gaps

- 206 employees with access to two enclosed staff meeting rooms at the Civic Center supports a conference ratio of 95 employees for every conference room.
- The size of these available conference rooms limits the types of meetings supported, and many meetings must be scheduled off-site at expense
- The RJ Bryant Service Center has two meeting rooms for its 49 Parks and Public Works employees and supports a conference ratio of 25 employees for every conference room.
- The ideal ratio for a collaborative work scenario consisting of both private office and open office configuration is approximately 15 employees for every conference room. This industry standard would dictate the need for a total of between 7 and 13 conference rooms at the Civic Center, and between 2 and 3 conference rooms at the RJ Bryant Service Center.
- There are currently no private conferencing areas in Human Resources and Finance. Staff is limited to using Director's private office space for this purpose.
- Public meeting rooms consist of the Council Chambers, which is primarily reserved for Town government functions involving the public, and the Event Hall at the Neighborhood Center for large functions both public and staff.
- Currently the Library and the Police department have no enclosed spaces for meetings or programs, to address employee issues and/or conduct meetings with disgruntled customers or citizens.
- The kitchen intended for use with the Event Hall does not meet current California Building Codes
- The Event Hall cannot adequately support the acoustic and technological needs of public and council presentations.
- Current onsite space is challenging to support a computer training class for staff or the public.
- The Neighborhood Center's Room 214 is inadequate for current training needs.

Space Program Section B

Space Needs Assessment - Partnering to Provide Services

Identified Gaps

- There is currently no partnering between the Library and the Museum Association although both house archival Town material
- The Recreation Department does not currently have enough spaces to support its program need.
- The museum has meeting space that often goes unutilized due to a limited time of operation; although it is not functional meeting space.
- Partnering between the Library and Museums of Los Gatos has increased in the last few years, mostly through a large, joint local history digitization project.

Space Needs Assessment - Parking at the Civic Center

Identified Gaps

- One of the largest customer complaints identified in the community outreach process was the unavailability of convenient and adequate parking.
- There are currently 109 spaces (5 accessible) designated for the Civic Center including Police and Library
- Based on the programmatic needs for the Civic Center, 484 parking spaces would be required and 110 parking spaces would be required for the Library; however, these amounts may be altered as the plan progresses.
- There are currently 24 spaces (1 accessible) designated for the Neighborhood Center, 12 less than the Town Code requires for off-street parking

Space Needs Assessment - Departmental Operations

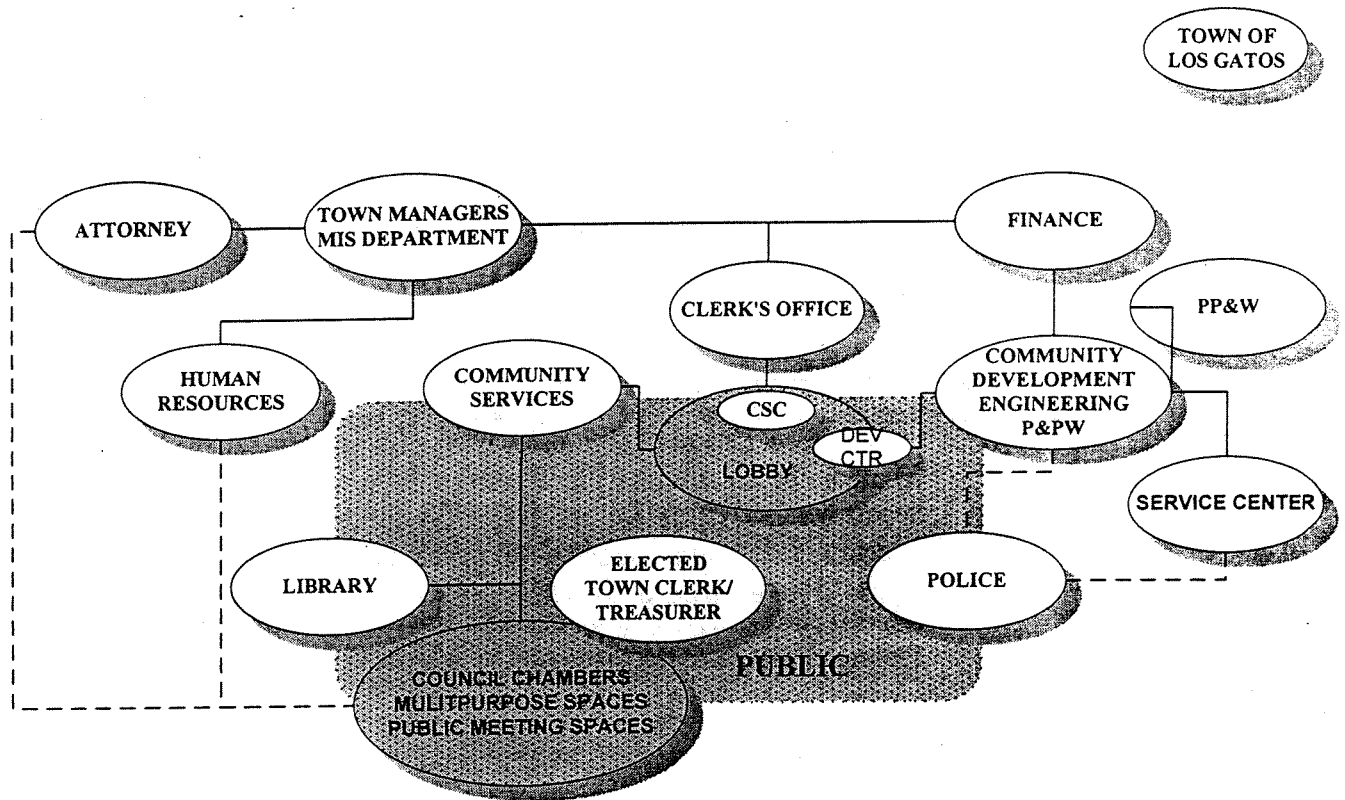
An issue that affects all staff is the limited availability of restrooms, their dual use by public and staff, and their location relevant to staff workspaces.

Town Council

- The Council Chamber is adequate in size, and has recently been improved to accommodate televised meetings and audiovisual presentations. However, the space still has limitations and does not fully support presentations at a professional level, due to technological, visual, and acoustical reasons.
- The Council Chamber is the only available space, other than staff offices, for the Council to conduct work.
- The Town Manager's office is used for Closed Session meetings, in

Space Program Section B

The Town of Los Gatos



Space Program Section B

Space Needs Assessment

The purpose of this section is to identify the current state of the Town of Los Gatos operations compared to the desired future state as is documented in the Town Service Assessment, Strategic Operational Plan and Space Program. The identified gaps between current service, operations and space may be resolved through development of site options that accommodate the space and functional requirements. The eventual design of any reorganized or new spaces will need to address these gaps.

Visitor and Customer Phone Tallies

Staff with first point of contact duties at the Town of Los Gatos recorded the number, time, and reason for incoming phone calls and visitors for a period of two work weeks (ten days). It was also indicated whether the incoming call or visitor had to be redirected to another department or entity for service. The purpose of these tallies was to develop a better understanding of how, when and why customers contact the Town of Los Gatos. The counts are largely representative of external customers as internal interaction between departments was not logged. The results of each departmental tally is included in Appendix 6.

Space Needs Assessment - Customer Service Center

Identified Gaps

- Visitors to the Civic Center have the choice of five reception areas, 2 buildings and 2 levels at which to access information
- There is no area for confidential meetings immediately adjacent to any of these reception areas
- There is no access to phone or online assistance for customers at these reception areas
- The Town Clerk Department is usually the first point of contact for the Civic Center
- Current signage is difficult to read on the outside of the buildings and from parking.
- There is no direct visual connection to the parking lot from the various reception areas
- With the exception of the Neighborhood Center reception area, visitors must ascend up or down one level from the Parking lot to receive service

Space Needs Assessment - Centralized Information and Referral

Identified Gaps

- There is no central source of information for staff questions and customers call whichever staff they have a relationship with in the

Space Program Section B

Space Allocation Strategies

1/3 private office to 2/3 open office is 1 conference room for every 15-30 people (1:15-30)

- Industry standard ratio for shared printer/fax stations is 1:15

Future Growth

Future growth is identified as an optional requirement in the space program, reflecting a priority in space allocation for support of core services and service delivery approaches in the strategic operational plan. While incorporating future growth would be prudent, the designation of this type of space as optional provides the Town with options in the decision-making process.

Additional Optional Space Program Components

The Space Program reflects spatial, functional, and technical requirements to meet the needs of the Town in delivery of core services. Additional, optional space program components were identified in the space programming process, which consider spaces that are not necessary for immediate function, but may provide enhances efficiency or services. The Space Program Summary is included as Appendix 2.

Library Planning Principles

Although adopted standards for space allocation in public libraries do not exist in California, generally accepted library planning principles were used to identify future space needs associated with current and envisioned services delivered in Los Gatos. Those applicable to the space program include:

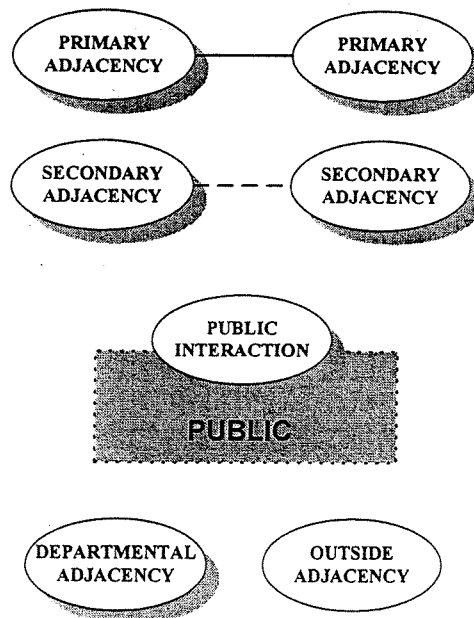
- This is a Main Branch Library responsible for processing all books
- The Program's Collection Development is based on population growth, 32,500 in 2025 (4 items/capita)
- Program includes 33 Technology stations based on 1:1,000 Service Population
- 130 Seats based on 4:100 Service Population
- Based on 2025 projections, the program provides 2 s.f. per capita (Service Population**)

Space Program Section B

Functional Relationships

The future desired functional relationships of the Town of Los Gatos and its departments are illustrated below. Diagrams which illustrate the spatial relationships of projected space requirements within each department are included in Appendix 3. The function and square footage of each space represented in the diagrams is located in summary form in Appendix 3, Space Program Summary and in further detail in Appendix 4b., Individual Space Data Sheets. Departments or areas that have a primary adjacency are indicated with a solid connecting line. These departments or areas have frequent contact with each other and require a close physical adjacency. Departments or areas that have a secondary adjacency are indicated with a dotted connecting line. These departments or areas have less frequent contact with each other but do require a relatively close physical adjacency or the aid of excellent communication technology for connection.

Legend:



Space Program Section B

Space Needs Assessment - Departmental Operations

- which refreshments or dinner is often required.
- There is no adjacent overflow meeting area for high attendance council or commission meetings or closed sessions.
- Clerk Department*
 - This department functions as a the "Customer Service Center" and as a default receptionist (and shipping and receiving) for the departments located in this building due to their location at the front door and presence of a transaction counter
 - Current Vault space is not fire-proof due to an air vent cut through the wall of the vault into the main office area
 - The department currently provides clerical and administrative support for the Town Attorney's office.
 - There is no area out of the public eye for staff to have meetings or make private phone calls other than the current private office when it is vacant
 - The programmatic requirements include 837 square feet for this department, while their current space is 1060 square feet including a service counter.
- Town Attorney*
 - This department has inadequate teleconferencing technology for the large amount of teleconferencing that must occur.
 - Current storage of legal files is extremely constricted
 - The Town Attorney relies upon the Clerk Department for clerical and administrative support.
 - The programmatic requirements include 729 square feet for this department; current space is 750 square feet.
- Town Manager*
 - There is no enclosed space for staff in this department to meet other than the Town Manager or Assistant Town Manager's private offices when vacant.
 - Development, layout and assembly of council information must be done in open areas and within the staff break room due to the lack of layout space.
 - The Administrative Program Manager must hold sometimes confidential meetings in an overcrowded and inadequately sized workstation.
 - The Economic Vitality Manager must hold the majority of meetings with clients off-site.
 - The programmatic requirements include 2943 square feet for this department, current space is 900 square feet.
- Information Systems*
 - There is no Shipping/Receiving or Tech Support/Storage/Staging

Space Program Section B

Space Needs Assessment - Departmental Operations

areas within the Civic Center so all MIS equipment must be held at an open workstation.

- Although staff have identified central location of MIS workstations to serve as a Help Desk, the Town is moving toward more capability for remote support which would make this less necessary.
- The programmatic requirements are indicated within the Town Manager's section above.

Finance and Administrative Services

- Auditing of Town Finances must be done in the Lobby of the Council Chambers due to the lack of an adjacent conference area to the Finance Department; this department needs space for consultants, and/or temporary audit staff.
- Finance staff with payroll responsibilities do not have an adjacent area for confidential conversations with staff.
- Current storage of records more recent than three years are held at individual Finance staff workstations due to the lack of a central file area.
- Finance staff need space for document assembly and meetings with other staff
- Checks and other printing supplies should be located adjacent to / within Finance areas for security purposes and use.
- The programmatic requirements include 1,620 square feet for this department, current space is 1,825 square feet.

Human Resources

- Majority of conversations are confidential, however there are no areas for Human Resource Specialists to have private conversations with staff.
- Currently available conference and meeting spaces are inadequate for staff testing or training, offsite venues must be used at expense. Multipurpose spaces, designed to support training and learning, could be utilized for this purpose
- Human Resource reference material is currently scattered among workstations due to the lack of a central reference area
- The programmatic requirements include 945 square feet for this department, current space is 355 square feet.

Community Development

- Development Engineering staff is located at the RJ Bryant Service Center.
- Due to space constraints, Town of Los Gatos Building Inspectors are located at the Neighborhood Center.
- Confidential customer meetings must be held in the Council Chambers or other offices due to an absence of meeting space.

Space Program Section B

Space Needs Assessment - Departmental Operations

- There is no room for a large format copier to assist in plan duplication.
- The programmatic requirements include 3,983 square feet for this department with an additional 664 square feet for a Development Center, while existing space is 3,375 square feet.

Police

- Most issues are due to space constraints or other facility issues
- Safety and security of staff and the public are a concern, especially upon entrance or exit to police facilities and when appropriate spaces are not available to segregate suspects and witnesses
- The current reception area is inappropriately small and unwelcoming; there is no convenient private interview area near the lobby which might accommodate public interviews or children.
- There is no access to restrooms in public areas.
- There is only one room for both interrogations of suspects and interview of witnesses and it lacks acoustical privacy for confidential meetings. There is no dedicated space for monitoring ongoing interviews.
- There is not enough room to have workstations for Department interns or VIPs; or an undesignated formal workspace for partner agency use.
- There is no designated storage area for Parking Control officers to have belongings storage or touchdown space. Touchdown space is defined as shared workstation space utilized by individuals who perform most of their daily tasks in the field or at another location.
- Dispatch Room is used as an impromptu coffee/break area due to the lack of these facilities for staff. Distractions affect dispatch procedure
- Designated Dispatch restroom is used by all due to the lack of these facilities for staff. Distractions affect dispatch procedure
- There is not enough room within Dispatch for an additional dispatch station to be set up in case of an emergency.
- Police Captains must share an office and do not have access to another space for confidential meetings.
- There is not adequate space for Patrol Sergeants, all six share one space and do not have access to another space for confidential meetings.
- The Report Writing Room is inadequate to support Patrol and Traffic Officers. It does not have appropriate technology needs.
- The CSO Evidence Technician must locate much of the stored evidence at the RJ Bryant Service Center. The storage facility is outdated and decrepit and does not have the appropriate climate

Space Program Section B

Space Needs Assessment - Departmental Operations

controlled storage needs. The workstation for this position is at the Civic Center.

- There is no public access to the evidence function. Returned property must be carried to the front counter or taken to the rear exit (restricted public access).
- The Evidence Prep Room is not able to be secured as it also serves as the patrol flashlight and radio charging station as well as vehicle key storage. The space and area configuration is inefficient and limiting.
- There is no touchdown space for Reserve Officers.
- There is not an adequate processing area for suspects including a weapon's locker for handguns, adjacency to fingerprinting and photo identification area, separation from staff area and access to restrooms.
- Suspects must use staff restrooms.
- Holding cells do not meet Title 24 California Code of Regulations Minimum Standards for Local Adult Detention Facilities. Separation of adult and juveniles is required, and not currently available.
- There is no conference or training space within the department for staff, with the exception of the Briefing Area or Chief's office.
- The patrol briefing area is too small and not correctly configured. It serves as a conference, break and interview/processing space.
- The female locker room entry does not meet ADA requirements. Both male and female locker rooms have lockers that are too small and lack power and ventilation; rooms are crowded and do not have benches.
- There is no break room area for staff. There is not space for an officer to rest after a shift.
- There is no space for personnel to exercise.
- There is no space for quiet counseling (i.e. peer support)
- No space exists to properly store ammunition
- There is no support space for K-9 officers, or any other specialty unit.
- Emergency Operations Center has facility and technology limitations; the shared Neighborhood Center space is not efficient or optimum. There is no Departmental Operations Center (DOC) to support the EOC and serve as an investigative coordination center.
- There is very limited storage space for all operations, general supplies and specialized equipment
- Recently the Police Department has done some reconfiguration and moved some of its staff to a Town owned residential home on the

Space Program Section B

Space Needs Assessment - Departmental Operations

Civic Center site. This alleviated some of the overcrowding although added distance between members of the department, however the separation limits coordination..

- The programmatic requirements include 18,268 square feet for staff spaces in this department, current space is 5,275 square feet.

Parks and Public Works

- Touchdown spaces (shared workspaces for offsite employees) to access online information databases and employment related material are required.
- Development customers must travel between Town Hall and PPW to obtain approvals.
- Offsite employee break rooms, showers, restrooms and locker areas are undersized and extremely outdated [Sam to confirm if these have been renovated]
- The programmatic requirements include 31,405 square feet for staff and support spaces in this department, the current space is 25,102 square feet within two buildings and other structures.

Community Services

- The lobby and reception for the Neighborhood Center is insufficient in size, unwelcoming and ineffective.
- Two levels and the rectilinear nature of the building requires two reception areas, one located at the first floor main entry and an additional reception on the second floor above the main entry.
- The Event Hall has inappropriate acoustical conditions for presentations.
- Of the Hall and five meeting spaces located in this department / building, two rooms are reserved for Civic Center employees. The other areas are offered for use to the public and staff on a first-come, first-served basis.
- Greater opportunities for Partner organizations to supply programming, activities and events could be accomplished through additional and more flexible spaces.
- The programmatic requirements include 2,484 square feet for staff spaces in this department, while current staff space is 1,400 square feet.

Library

- A major weakness of the current building is the lack of a central, obvious place for patrons entering the building to ask questions.
- There are no spaces for staff or public meeting areas
- No adequate area for computer instruction for the public. The new Computer Lab at the High School may provide some opportunities for shared use of space; although it may not be realistic to rely on

Space Program Section B

Space Needs Assessment - Departmental Operations

this external space due to conflicts in times of use, as well as access to the school campus, etc.

- Severely limited space for programs of any kind (children's, book clubs, etc.)
- Need quiet reading area and study areas, collection space, technology space, better restroom locations, Friends Book Sale area, and general ADA accessibility
- Space constraints create collection restrictions
- Staff spaces are very overcrowded
- The lower level of the Library is unwelcoming, dark and difficult to access.
- The programmatic requirements include 38,205 square feet in this department; current space is 12,125 square feet.

Space Needs: Program Summary

Civic Center/Library Site Components Gross Square Footage	151,862
Existing Square Footage	79,474
Difference	67,411

Please note that the gross square footage represents both core and optional space requirements for the Town. Partner Organizations space needs represent an additional 23,635 sq. ft.

Space Program

Space Program Documents

The Space Program documents contain the following:

Appendix 2: Space Program Summary (Core and Optional)

Appendix 3: Functional Relationship Diagrams for Individual Departments

Appendix 4a: Building Standard Assumptions and Functional Work Modes

Appendix 4b: Individual Space Data Sheets

Appendix 5: Phone and Visitor Customer Counts

The Space Program Summary designates the total sum of square footage by Department, Functional Group, Staff or Support Area, and individual workspace. This includes storage rooms, conference rooms, resource areas and other non-workspace areas. The Summary contains current and projected staffing, quantity, and unit net square footage per space, use designation and brief comments to explain the space, as well as identifies the space program requirement designation of either core or optional and provides a total sum of both core and optional square footage requirements

A numbering scheme was created and each space was assigned a unique Index Number for reporting purposes. The scheme is organized as follows:

1. Department
 - A. Functional Group
 - 01 Staff or Support Space
 - 01) Individual workspace or non-workspace area

Building Standard Assumptions and Functional Work Modes (WM-1, WM-2 etc.) are provided in Appendix 4a. The Building Standard Assumptions describe the technical quality of all spaces. The Work Mode examples provide a diagram and specific functional requirements for each workspace.

Individual Space Data Sheets are provided for each space in the Summary and are located in Appendix 4b. The Space Data Sheets define each individual area and include the function and quality of each space, and provide any technical requirements atypical of Building Standard Assumptions. The Space Data Sheets include equipment, furniture, storage space (expressed in linear feet) and any unique details that are necessary to properly design the space.

Next Steps in the Planning Process Section C

Next Steps in the Planning Process

The next steps in the planning process focus on the development of site concepts that provide options for accommodating the space requirements and functional relationships described in this report. Exploration, discovery and solutions developed in Phase 3 may impact the Service Assessment, Strategic Operational Plan and Space Program documents through identification of opportunities and challenges associated with existing site and building reconfigurations and adaptive reuse, thus all Strategic Master Plan documents should be considered dynamic in nature.

- I. Core Team, select staff and community members to begin development of Site Options for the operations, space requirements and functional relationships described in this document.
 - A. Develop four site alternatives through design charrette
 - B. Conduct community forum to solicit input and feedback on alternatives
 - C. Develop one concept, informed by community dialogue
 - D. Present one concept to Town Council, and receive direction on development of the preferred concept
- II. Revisit Service Assessment document based upon Strategic Operational Planning and Space Programming Process
- III. Develop Building Re-Organization and Adaptive Re-use Opportunities and Constraints
- IV. Develop Preliminary Conceptual Cost Model based upon a range of construction costs associated with quality of materials and complexity of construction, the Strategic Operational Plans and Space Program

