



Town of Los Gatos, California

Town Service Assessment

Draft Working Document

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Executive Summary

Introduction

Context and Key Concepts

The Town of Los Gatos is currently in the process of developing a strategic 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 Town Service Assessment outlines current and future service needs. It is intended to serve as a working guide for the rest of the strategic master planning effort.

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 promoting community participation in the planning process. Please refer to the appendix for process participants and an outreach meeting schedule.

Highlights of this report and summary findings are provided below.

Role and Vision of the Civic Center and Library

The role of the Civic Center and Library within the Town is seen as much greater than its physical presence as a point of interaction with Town government for Town business, library and community services. The desire, beyond these services, is for a place that strengthens the fabric of the community by providing a means for the community to come together for learning, debate, reflection, and celebration. The Civic Center is seen as the heart of the community and the Library as the center of learning.

A strong desire was expressed to see that the Town maintains its stewardship of character, culture, and personal interaction with regard to how services can be enhanced or improved.

Not surprisingly, the vision for the future service delivery within the Town of Los Gatos is deeply rooted in its past as a friendly small town place. At the same time, the vision looks to the future use of technology to enhance connectivity to the Town's community and customers. Through analysis of all of the outreach efforts that are recorded in this study, these seven key concepts rose to the top as the fundamental vision for future service delivery in the Town of Los Gatos.

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**, physically, culturally, and experientially*
4. *Utilize available and **emerging technologies** to extend and enhance*

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Role and Vision of the Civic Center and Library

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*

Summary of Community Outreach

A Community Advisory Committee, comprised of Board and Commission, School District, Library and Community representatives (see appendix for CAC roster), is working with the Core Team at an advisory level and in promoting community participation in the planning process.

A community and staff outreach program for this phase of the master planning process included meetings and workshops with the stakeholders, community, customers, and staff to develop an understanding of existing services and future service needs, a Community Forum to engage the community in discussions about Civic Center and Library needs and Questionnaires, both online, and at Town facilities have been utilized.

Key Issues and Findings

Small Town Service Model

- *A Small Town Service Model should be maintained*
- *As the need for services increase, it will become increasingly more difficult to deliver personalized services at the same level*
- *Prioritizing responses to service requests and leveraging resources will be key to delivering service in a cohesive and cost-effective manner*
- *Managing expectations and educating the community about how they can best access information and services are critical to leveraging resources*
- *Drastic change is not a goal of the community or Town staff – incremental changes that improve or enhance services, but do not diminish access to personable, friendly staff, is a guiding principle*

Coordinated and Comprehensive Access to Information

- *Both a physical and virtual central point for information is needed*
- *Improved on-line access for all city services as well as a more accessible and user-friendly website is desirable*
- *Information collection, access and dissemination is key to improved service delivery*

Accessibility and Convenience of Services

- *Greater promotion and marketing of existing services available to the community is needed*
- *Current parking, access and circulation to Civic Center is not satisfactory*
- *Traffic congestion must be addressed as part any future development of the site*

Executive Summary

Key Issues and Findings

- *Alternative means of transportation need to be explored and promoted*
- *The Civic Center and Library need to be accessible, welcoming and convenient to all customers*
- *Accessibility to services and spaces need to be enhanced for individuals with special needs within the community*
- *An increased level of services, programs and spaces for a wide variety of age groups is needed*
- *Departmental adjacencies and service groupings should be developed based upon the most efficient and convenient customer service*
- *Access to information and services should be made available in a manner that produces a sense of a cohesive Town*
- *Operational issues such as confidentiality, security, public and staff safety and oversight need to be addressed*

Emerging Technologies

- *Input collected for the Civic Center/Library Master Plan should be integrated into the Information Technology Master Plan.*
- *Online services need to be expanded.*
- *Council Chambers must have increased technology available for those who are not able to be there in person. Watching the meetings live online as well as on KCAT TV is desirable, with the option to participate online.*
- *Interactive information needs to be available as an adjunct to the Civic Center. Possible use of kiosks outside, with interactive features.*
- *Staff should further utilize available technologies and incorporate new technologies that allow them to communicate, access information and knowledge bases and ultimately deliver services in a more efficient manner.*

Support Space for Community and Staff

- *Central reception area that is easy to find and welcoming is desired.*
- *Lecture, conference and meeting rooms which are flexible, have a variety of sizes and are accessible to the public day and evening are lacking.*
- *Interior and exterior spaces for performances and special events should be considered.*
- *Specific spaces for diverse ages, needs and activities should be available in the library and civic center, such as group study, quiet reading rooms, teen activities and children's story time, and spaces that are designed specifically for seniors*
- *More space for training and education with an emphasis on technology training in some of the spaces is desired.*
- *Staff work and meeting areas that support collaborative and inclusive work processes and individual productivity should be considered integral to efficient and effective delivery of service*
- *Additional computers with expanded access time available is desired.*
- *Technology for previewing audio books, video, DVDs and CDs is desired.*
- *Expansion of programs for teens and a special program room for children should be considered.*

Greater Resources and Opportunities for Learning

- *Partnering with other organizations, including public, private and non-profits, is a means to leverage resources, extend access to services and improve the quality and quantity of service delivered.*

Partner with other Public, Private and Non-Profit Organizations

Executive Summary

Key Issues and Findings

- *Need to explore partnering opportunities fully, ranging from programs to joint-use facilities*
- *Coordinated education and publicizing the availability of services and programs to customers and the community reaches a wider audience*
- *Benchmarking other governmental organizations to discover and apply lessons learned is a partnering opportunity that directly affects resource allocation*

Current and Future Actions

The next phase of the strategic master planning process will address how services are provided, as well as the space requirements necessary to support their delivery. Subject to funding availability, the Town may pursue enhancements to services as described in this document in the interim, and independent of changes to physical organization of staff or physical changes to the existing buildings.

Appendix

Included in the Appendix to this document are: An Historical Timeline of the Civic Center and Library, a Community Profile to include demographic information, Process Participants and a Schedule of Outreach Meetings, the Questionnaire Responses, as well as Resource and Reference Information.

Introduction

Context and Key Concepts

The Town of Los Gatos seeks to develop a strategic 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 February 2003, includes the review of the existing Civic Center, Library, Neighborhood Center, and the R.J. Bryant Service Center.

Purpose of this Document – The Service Assessment

Service Assessment

The purpose of this document is to outline current and future service needs, developed through an outreach effort that included stakeholders, customers, community members and Town staff, for the Town of Los Gatos Civic Center and Library. This document will serve as a working guide for the remaining strategic master planning effort.

Master Plan

At completion, the master plan will include this service plan, 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. 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?

This Town Service Assessment evolved from various public and staff outreach efforts to define the “**what** services are needed” question. The operational plan will define the “**how** services will be delivered” and the program and conceptual site and building plans will define the “**where** the service will be provided.”

Once these key concepts are understood, future decisions about service, facilities and site improvements can be made. This study and the ensuing master plan are not about architecture or urban planning. It is not about creating unrealistic wish lists or raising expectations beyond what can be accomplished within fiscal parameters. It is, however, a process designed to understand the community’s needs, and evaluate the spaces that will be necessary to meet those needs, now and in the future. It is about responsibly preparing for the future of the community by asking what it needs from the

Introduction

Process Overview

Town. Whatever the findings and outcome of the master plan, it should provide an excellent foundation for sound decision-making in the future.

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 promoting community participation in the planning process. Please refer to the appendix for process participants and an outreach meeting schedule.

Role and Vision of the Civic Center and Library

Role and Vision of the Civic Center and Library

The role of the Civic Center and Library within the Town is greater than its physical presence as merely a point of interaction with Town government for Town business, library and community services. The desire, beyond these services, is for a place that strengthens the fabric of the community by providing a means for the community to come together for learning, debate, reflection, celebration, etc. The role of the Civic Center is as the heart of the community and the Library as the center of learning.

Through outreach and analysis, key concepts have emerged regarding current and future Civic Center and Library services in the Town of Los Gatos. An overriding theme in all discussions regarding how services can be enhanced or improved is the desire to maintain the Town's stewardship of **character, culture, and personal interaction**. Enhancements, whether through new services and programs, or improvements to existing services, are desired – but the personal service and relationships, valued by residents and staff alike, should continue and be strengthened by any other effort.

Not surprisingly, the vision for the future service delivery within the Town of Los Gatos is deeply rooted in its past as a friendly small town place. At the same time, the vision looks to the future use of technology to enhance connectivity to the Town's community and customers. Through analysis of all of the outreach efforts that are recorded in this study, these seven key concepts rose to the top as the fundamental vision for future service delivery in the Town of Los Gatos.

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**, physically, culturally, and experientially*
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*

Summary of Community Outreach and Analysis

Community Outreach and Analysis

A community and staff outreach program for this phase of the master planning process included meetings and workshops with the community, stakeholders, customers, and staff to develop an understanding of existing services and future service needs. A questionnaire has been available, both online, and at Town facilities, for the community to provide input. Six stakeholder focus group meetings, of approximately 10 to 12 participants each, were held. A Community Forum was held September 5, 2002 in Town Council Chambers to engage the community in conversation about Civic Center and Library needs. Staff workshops were held with each department in the Town. Each subsequent phase of the civic center and library master planning process will also include a variety of outreach methods to encourage the input and feedback of the community, stakeholders, and staff. An outreach meeting schedule is included in the Appendix.

These methods for outreach focused on seeking qualitative information from customers, key stakeholders, the community and staff. Through engaging in conversation and providing opportunities for input, a number of key issues surfaced. Many comments and issues were repeated in multiple forums, reinforcing their importance as issues. The questionnaire was not intended to be statistically significant, but does represent the opinions of those who participated and is indicative of the community's perspective. The focus groups and community forum were not exhaustive, representing a small percentage of all residents, but issues similar to those in other forums for input emerged, underscoring their relevance and importance. A statistically sound survey will be utilized later in the master planning process as more concrete direction and options are developed.

A community profile, including demographic information, is included in the appendix to this document. Important and relevant statistics regarding the Los Gatos community include:

- 66.7% of adult Los Gatos Residents hold a Graduate or Professional, Bachelor's or Associate degree
- Los Gatos will experience a 10% increase in both population and number of households from 2000 to 2025.
- Los Gatos will experience a 12% increase in employed residents from 2000 to 2025.

Los Gatos will experience:

- a 27% increase in retail jobs from 2000 to 2025.
- a 25% increase in service jobs from 2000 to 2025
- a 37% increase in other jobs from 2000 to 2025 (Construction, Transportation, Communication and Utilities, Fire Protection Services, and Government)
- 34.4% of residents are age 30 – 49, and 35% are 50 years or older
- 86.7% of Los Gatos residents are White
- 17.4% of residents 5 or older speak a language other than English; 5.3% of those do not speak English “very well”

Key Issues and Findings

Small Town Service Model

The Town of Los Gatos has managed over the years to retain many of the qualities that have made it a wonderful place in which to live and work. Repeatedly within the outreach effort the participants expressed appreciation for the "Small Town Service Model" that Los Gatos has been built upon and they defined it by these three critical components:

- Personal Attention
- Rapid Response
- Excellent Customer Service

The Town's customers stated very strongly that the staff of the Town of Los Gatos and the Library is extremely customer-focused. It was felt by many that staff make every effort to provide services upon request immediately. This is extremely appreciated by the community, and almost unanimously, the one thing the community does not want to lose or change is the staff and their friendly service delivery methods.

During staff workshops, this concept was reinforced. The staff stated they make every effort to respond as quickly as possible to all issues and this is usually done in a one-on-one manner, so that they are personally closing the loop on a customer issue. Although this is their tendency, the staff expressed that there are some inherent inefficiency in this "rapid response" method. As the service needs of the community expand and change, it will be important to prioritize service responses to enhance both efficiency and effectiveness.

The staff enjoys their work experience and providing personal attention, but several departments are providing similar services, most specifically response to information requests. The Clerk's Office, the Police Department, Community Development, Community Services and the Library are all key contacts for the community requesting similar information and assistance via the telephone and in person. Often the requests are made to one department, which requires the staff person to seek information from another department, and then respond personally back to the caller. From the staff's perspective, without a centralized means to filter the information, it is often difficult to prioritize and leverage resources in a cohesive and cost effective manner, making sure that the most critical issues are taking priority. Through conversations with both staff and customers, each group suggests that managing expectations and educating the community about how they can best access information and services would benefit customers, as well as create greater capacity for the Town to deliver service.

Volunteers are very active in town government, and are appreciated greatly by staff, who believe volunteers are integral to the high level of service the Town is able to deliver. Volunteers contribute to the sense of small-town and personalized friendly service.

A guiding principle expressed by many, including customers, stakeholders and

Key Issues and Findings

Small Town Service Model

the community, was that a drastic change is not desirable in the way that staff is currently delivering services. Many people saw incremental improvements over the next 10 years and beyond, all within the context of preserving the current culture and intimate character of the Town, reflected in how the Town personally interacts with the community.

Key Findings

- *A Small Town Service Model should be maintained*
- *As the need for services increase, it will become increasingly more difficult to deliver personalized services at the same level*
- *Prioritizing responses to service requests and leveraging resources will be key to delivering service in a cohesive and cost-effective manner*
- *Managing expectations and educating the community about how they can best access information and services are critical to leveraging resources*
- *Drastic change is not a goal of the community or Town staff – incremental changes that improve or enhance services, but do not diminish access to personable, friendly staff, is a guiding principle*

Coordinated and Comprehensive Access to Information

Both a *physical and virtual* central point for information is important to create efficiencies, increase access to services and provide greater levels of customer satisfaction. It was thought that an initial welcoming point at a clearly defined entry could be created to triage a customer's needs and then direct them to the appropriate service point. At the same time, a majority of customers felt that a website could also function as a point of triage and information.

A desire for the Town to be a central source of information regarding Town services was expressed by Civic Center and Library customers regarding town services. Consistency in information and documented processes are seen as key to efficient and effective services, as well as education of both customers and staff. Information for the public needs to be continually collected and organized to improve access to accurate and timely information. Better and more extensive online services were requested by both community and staff. In addition, the use of the online services offsets the need to physically go to the facility, thus potentially alleviating some of the parking frustration.

In addition to centralized information available at the Civic Center and online, "information kiosks" or "substations" were mentioned in stakeholder focus groups and staff workshops as a mechanism to increase access to information to areas in the Town that are farther away from the Civic Center. Information kiosks or coordinated efforts with other public and non-profit organizations, or private businesses, that already supply information, may be a means to extend the reach of the Civic Center. This may help increase the Town-wide awareness of services and events, and, in essence, help to bring government to the people. Kiosks and information centers need not be staffed, but may also

Key Issues and Findings

Coordinated and Comprehensive Access to Information

provide a drop-in space for staff that work in the field (i.e., Police and Parks & Public Works) reinforcing their presence in the community and providing remote access for those staff to the Civic Center. This topic is also addressed in "Departmental and Service Adjacencies" within the section *Accessibility and Convenience of Services*.

Staff would like to see greater promotion and marketing to the community about services available at the Civic Center and Library, and the community requested this as well. Many community members are unaware of the services they could be receiving and find it challenging to locate this information. The Town already provides several of the services requested but community members were unaware of their availability. An example is that the library offers access to materials from other libraries, a service that was requested during outreach.

Key Findings

- *Both a physical and virtual central point for information is needed*
- *Improved on-line access for all city services as well as a more accessible and user-friendly website is desirable*
- *Information collection, access and dissemination is key to improved service delivery*
- *Greater promotion and marketing of existing services available to the community is needed*

Accessibility and Convenience of Services

The citizens and customers of Los Gatos feel that the accessibility of staff is the Town's greatest strength. This helps to define the Town's culture. The civic center location and setting also make it inherently accessible. The connection to the outdoors, the open space and views, make visitors to the civic center feel comfortable. Los Gatos remains friendly, intimate and welcoming both as a physical place and in the way it delivers service.

However, the issue of accessibility to services within the Town is a critical one. The three primary areas that were discussed as important to the citizens and customers of Los Gatos were:

- *Parking and Circulation / Vehicular Access*
- *Physical Accessibility and Special Needs Access and Service*
- *Departmental and Service Adjacencies*

Parking and Circulation / Vehicular Access

The first issue of accessibility, parking, circulation and vehicular access at the Civic Center and the Library is a frustration for nearly all, primarily the limited amount of parking available, the lack of short-term parking and the limited amount of handicap parking. It was also noted that the circulation in and around the parking area is difficult to maneuver. The traffic around the location is very congested, and entry to and exit from the civic center are

Key Issues and Findings

Accessibility and Convenience of Services

difficult during high volume periods. Even with these existing issues, customers generally feel positive about the location itself.

Some feel that there should be a Town shuttle to allow citizens to circulate through the Town without the use of a car. Customers also desire easy drop-off and pick up areas. The book-drop directly into the library is appreciated. One that can protect the books and tapes from damage, would be desired. Easy access for pedestrian and safe and convenient bicycle parking would also encourage alternative transportation.

Key Findings

- *Current parking, access and circulation to Civic Center is not satisfactory*
- *Traffic congestion must be addressed as part any future development of the site*
- *Alternative means of transportation need to be explored and promoted*

Physical Accessibility and Special Needs Access and Service

Both the difficulty in the physical access to the site, buildings and services, as well as the availability of services for customers with special needs, were mentioned. Key stakeholders and customers felt that the level and variety of services for all ages could be expanded.

For the first time customer of the Civic Center and Library, merely finding the entry can be a challenge. With multiple front doors to the facility, there is a strong desire to create a central and welcoming entry point, with easy "way-finding," clear signage and circulation for customers. Concerns about too much signage, creating clutter and confusion, emphasize the need for intuitive way-finding.

The many levels to the current site and buildings make access very difficult. Building amenities such as restrooms, drinking fountains etc. are limited, difficult to find and very difficult to access. The council chambers, which should be the heart of government with easy access for all citizens, is extremely difficult to find and use, and is inaccessible for citizens with special needs unless special assistance is offered. Accessibility to spaces for individuals with special needs need to be enhanced as part of the future expansion of city services and integrated into all civic buildings, with special consideration in the library.

Customers noted that services and spaces for a wide variety of age groups is lacking in the civic center and library. In particular, it was noted in several stakeholder focus groups that pre-teens and young adults between the ages of 9 and 18 have limited access to programs and spaces that are specially designed to meet their requirements. It was also felt that there was a need to increase programs, services and space for toddlers. A current accessibility issue in the children's area of the library is a concern about not being able to use the children's materials and space during programs without interrupting those

Key Issues and Findings

Accessibility and Convenience of Services

participating. When children's programs are in progress, patrons are not able to walk behind the presenter easily to access materials that they made need. Many suggested that a separate room for programs, so as not to disturb normal use of the library, is needed.

Discussions touched on the desire for separation of "Children's" and "Adult" libraries, but more in-depth dialogue and comments from the questionnaire reflect a deeper desire to provide a zoning of activities within the library and civic center, with designated spaces that respect the need for quiet, group study and interaction, programs and individual and group learning.

The seniors feel that their services are being compromised by a lack of space and the use of the Neighborhood Center by competing interest groups. They also feel that there are not enough in-home services provided and that there should be more access to service for those who cannot physically come to the civic center.

Key Findings

- *The Civic Center and Library need to be accessible, welcoming and convenient to all customers*
- *Accessibility to services and spaces need to be enhanced for individuals with special needs within the community*
- *An increased level of services, programs and spaces for a wide variety of age groups is needed*

Departmental and Service Adjacencies

The concept of centralized service is very appealing to the Town's residents and customers. Ideally, all services should be located together. In lieu of a completely centralized facility, some participants suggested alternative forms of service groupings, such as the library, recreation center and neighborhood center. Others thought that the accessibility of community development services, some of which are located in the Corporation Yard, has compromised convenience due to their location. It was felt by some that if services were organized in logical groupings, they would not necessarily need to be located at the current site. Others feel that that all services should remain consolidated and centralized at the current site.

Customers that use the Town's services for property development, which ranges from a homeowner doing small renovations to a developer or architect planning a project, felt that a "One-stop Permit Center" would be desirable. They noted that the cities of Sunnyvale, Santa Clara, Mountain View and Los Altos currently have this service. Included in the service should be the ability to pay for any fees at the same location. Services such as "express plan check" were also requested; however, this is another example of a service the Town already provides.

There are also two distinct feelings about the location of the Police Department

Key Issues and Findings

Accessibility and Convenience of Services

on site. Some feel that it is important that the Police Department be present and accessible on site, and others feel that this function could be moved to an off site location without a decrease in services to the citizenry of Los Gatos. In either case, it was felt that the look and feel of the current facility make it unapproachable and unfriendly.

For those that do not live near the downtown area, there is a perception that they feel disconnected from the same level of access to services that the downtown residents enjoy. They would like to explore ways to increase access. They believe they must travel to the civic center to access services, which adds to congestion and traffic. This issue is also addressed in the section *Coordinated and Comprehensive Access to Information*.

Accessibility to a variety of spaces that meet the operational needs of both the Town service customers and the staff came into question. The location, adjacency, configuration and limited amount of space within the civic center and the library have had an impact in three distinct operational areas:

- Confidentiality
- Security and public safety
- Oversight

When customers visit the Town for services of a confidential nature, whether it is researching a private medical issue in the library, discussing their taxes, paying for fees, etc., there is a limit to the types of spaces available to meet their need. Internal Town departments that require confidentiality, such as Human Resources and Finance, also feel compromised in their ability to have a private conversation with staff, who are their direct customers, when it is appropriate and important to do so.

The location of service counters, in both the civic center and the library make security an issue for staff and some customers. With little delineation between staff and public spaces, it is challenging for staff to be aware of the public's use of non-public spaces. Hallways, circulation areas, and access to restrooms are outside the viewing range of staff. Areas of the facilities need to be locked in order to control access when they are not in use, which in fact limits their use. One area of concern for the customers of the library is the lower floor. To many it feels like a cave, with no access to light and limited oversight by staff.

Key Findings

- *Departmental adjacencies and service groupings should be developed based upon the most efficient and convenient customer service*
- *Access to information and services should be made available in a manner that produces a sense of a cohesive Town*
- *Operational issues such as confidentiality, security, public and staff safety and oversight need to be addressed*

Key Issues and Findings

Emerging Technologies

An Information Technology Master Plan (ITMP) is currently being developed for the Town, which will prioritize technology needs and solutions. Input collected for the Civic Center/Library Master Plan and discussed below should be integrated into the ITMP.

Technology is a tool to be used to free people from routine tasks, allowing them to provide a higher level of service, develop a deeper sense of knowledge, have more access to information, and use their time for more valuable endeavors. The community and staff felt that technology should be interwoven throughout all services, utilizing state of the art communication, information access and innovative computer services as an integral part of service delivery. Technology should be used to complement service delivery, however, not to supplant the "small town" service delivery model.

Greater use of online services is a theme that runs through many of the service issues. Many online services that were requested are: ordinances, building permits, maps, AP and N numbers, zoning, GPS, aerial photos and payment online. Improved on-line access for all Town services as well as a more accessible and user-friendly website is desirable. Technology, in general, provides an opportunity to support and enhance service delivery, but requires an investment in staff and customer training for successful implementation.

With multiple service points within the civic center, customers would like the ability to pay at multiple cashier locations. This would give customers the convenience of not having to go to a cashier location elsewhere, but to conduct all parts of a transaction at one time. Credit cards, smart cards and other forms of cashless payment were mentioned as desirable.

Library services are increasingly dependent upon emerging technologies to serve library customers. Many individuals who do not use the library cite information availability on the internet as the reason. However, as more and more information is available, the role of the reference librarian becomes increasingly important to navigation of the vast amount of information available, as well as validating the integrity of the source. Many older individuals expressed appreciation for the concept of forging relationships with the library in their youth that has served them through life, and continues to support their survival in the "Information Age."

In the library, customers would like to see more computers available with longer access times. Customers have stressed that 30 minutes is not long enough to find what they need on the internet. Additionally, they would like to have a network jack and power plug to the internet, at every public desk / workstation, as well as possible wireless capabilities.

The Council Chambers is a space where additional technology is needed in

Key Issues and Findings

Emerging Technologies

order to present Town government in a professional and current manner. Townspeople expressed their desire to have the Council Meetings available to watch on the Town's KCAT channel as well as viewing it online, and in real-time. In addition to viewing, they would like the ability to participate online, supplying comments and questions.

Several customers mentioned the idea of a kiosk outside the Civic Center, and in other locations, which would provide interactive features, informing customers of ongoing Town meetings, where to go for information, and answers to frequently asked questions, as well as a map of the Civic Center, local trails, parks, etc.

Staff could use technology to a greater degree for internal communication as well as communication with customers and the community. Not all staff have access to computers and email; a gap exists between staff that use technology more internally and those that do not integrate technology to a great degree into their communication and knowledge management efforts.

The use of technology in tandem with and not in lieu of personal service was stressed greatly. While both community and staff would like to see a more "technology-savvy" Town Hall and Library, they do not want to lose the face-to-face service delivery.

Key Findings

- *Input collected for the Civic Center/Library Master Plan should be integrated into the Information Technology Master Plan.*
- *Online services need to be expanded.*
- *Council Chambers must have increased technology available for those who are not able to be there in person. Watching the meetings live online as well as on KCAT TV is desirable, with the option to participate online.*
- *Interactive information needs to be available as an adjunct to the Civic Center. Possible use of kiosks outside, with interactive features.*
- *Staff should further utilize available technologies and incorporate new technologies that allow them to communicate, access information and knowledge bases and ultimately deliver services in a more efficient manner.*

Space for Community and Staff

Many feel that the civic center and library should provide the experience of a community working together through social interaction -- celebrations, learning and activity, art and culture, and contemplation and relaxation. Both indoor and outdoor spaces contribute to meeting the need for gathering spaces. The flexibility and adaptability of these spaces are an important consideration.

Spaces should meet the needs of a wide variety of customers from pre-school

Key Issues and Findings

Space for Community and Staff

to retirement. Larger, multi-use spaces, such as a lecture hall for presentations, discussion groups, small musical performances, and video screenings are desired. Small spaces for gatherings of like-minded individuals with common interests in art, history, poetry, etc., are desired for less formal meetings. Conference/meeting rooms that are accessible to the public are needed in a variety of sizes from groups of 6 to 8 individuals to larger gatherings. Sufficient reception areas are also lacking in the Civic Center, both for individual department/counter areas and for the facility as a whole.

As a venue for the recent Farmers Market and Music in the Park series, the Civic Center location received positive comments from many community members, who also noted the parking shortage as a possible negative. The community expressed a desire to maintain and possibly expand outdoor performance areas for special events such as music, performances and lectures. Customers also mentioned a desire for a café with food service to be available on-site, with the possibility of local vendor space for special events.

Within the Library, patrons expressed a specific need for “quiet space” as well as group work areas and activity rooms for teens. Current library customers desire quiet reading areas, expressing that access to a fireplace and views of nature would be a plus. In addition, patrons also expressed a desire to be able to preview audio and video items at the library, requiring a designated space or special equipment.

Specific space needs for seniors surfaced as an ongoing issue for the community. There is a feeling that the Senior Center does not feel like “their” center, and that there should be areas of the library created to meet the special needs of seniors. The seniors also feel that there needs to be a greater level of program space for seniors, with enough room for administrative offices for staff.

Both the community and the staff focused on a need for more training classes and well-equipped training spaces. Internal departments feel the staff could benefit from more training, in particular computer-related classes. Training and educational spaces are needed that have the technology to support current and future equipment, with a specific need for a computer lab, and expanded use of the internet. These spaces need to be user-friendly and oriented towards a variety of age groups.

Staff have workspace constraints that have resulted in the re-use of meeting and conferencing areas to accommodate staff and operations, which affects the ability to conduct interdepartmental meetings as well as meetings with customers, stakeholders and consultants. The concern is that the absence of these spaces directly contributes to miscommunication and delays in progress associated with not being able to meet, interact and work collaboratively. An unintended result may be that decisions are made departmentally and within

Key Issues and Findings

Space for Community and Staff

small groups, without an understanding of the impact to other departments and the town as a whole. These issues may cause rework or problems to arise, caused by the solutions to another problem developed in isolation.

In addition to the loss of meeting space to accommodate work space, in many cases, the basic work space available for staff is inadequate. Employees are occupying work spaces that are not sufficient for the number of employees. The limited space affects productivity, as well as confidentiality as noted earlier.

Key Findings

- *Central reception area that is easy to find and welcoming is desired.*
- *Lecture, conference and meeting rooms which are flexible, have a variety of sizes and are accessible to the public day and evening are lacking.*
- *Interior and exterior spaces for performances and special events should be considered.*
- *Specific spaces for diverse ages, needs and activities should be available in the library and civic center, such as group study, quiet reading rooms, teen activities and children's story time, and spaces that are designed specifically for seniors*
- *More space for training and education with an emphasis on technology training in some of the spaces is desired.*
- *Staff work and meeting areas that support collaborative and inclusive work processes and individual productivity should be considered integral to efficient and effective delivery of service*

Greater Resources and Opportunities for Learning

Library customers overwhelmingly feel that library service is currently excellent. They emphasized the competence of research staff and the friendly nature of the service.

Specific library service delivery issues include the availability of technology and classes/training on this technology. Specific needs mentioned were more computers, deeper and broader collections and a greater number of online ports for access, as well as more advanced and color copy machines. The ability to do work and research at the library was expressed as a desire by the community. With the addition of a greater variety of Audio books, Video, DVDs and CDs, customers would prefer the ability to preview the items before checking them out.

To accelerate the process of checking out books, customers have requested a self check machine in the adults section. One is currently available in the Children's section.

Customers have mentioned the issue of the need for more programs for teens,

Key Issues and Findings

Greater Resources and Opportunities for Learning

and engaging youth from ages 9-18. They feel this is a critical time to develop not only a love of the library but to provide educational support to local schools. This is connected to the need for study and group project space for teens as well as internet access. Homework centers, tutoring support and study spaces were discussed.

Others felt that there are not enough programs for pre-school age children. More story-time programs and related activities would be welcomed by parents.

Views on the new Library website format, ranged from frustration with the format to some users finding it improved. The ability to view books checked out and request holds/renew online was desired by most Library customers.

Key Findings

- *Additional computers with expanded access time available is desired.*
- *Technology for previewing audio books, video, DVDs and CDs is desired.*
- *Expansion of programs for teens and a special program room for children should be considered.*

Partnerships with other Public, Private and Non-Profit Organizations

The Town currently practices collaborative service with a variety of partner organizations, such as the Los Gatos-Saratoga Community Education & Recreation Department. In a Small Town Service Model, there is less of a sense of competition among public and private service providers; rather, there is a close and helpful effort by all to serve the whole community in the best possible way. Many partner organizations already work closely with the Town to increase opportunities to provide Los Gatos with comprehensive services.

Partnering opportunities emerged in multiple forums as a means to extend services, leverage resources and improve the quality and quantity of service delivered for both the Town and the partner organizations. Partnerships were discussed in a range of ways, from a program level to joint-use facilities. Many requests for new services, as well as enhancements or improvements to existing services, could be accomplished through collaborating with organizations either directly involved in the service, or offering complementary services and programs. Both external and greater interdepartmental possibilities should be explored in development of operational plans. Public-public and public-private or non-profit partnerships, and grants and other funding opportunities should be researched.

At multiple points in the outreach effort, the concept of looking to the larger region for information, lessons learned and solutions was identified as another aspect of partnering, improving and expanding services while potentially expending fewer resources.

Key Issues and Findings

Partnerships with other Public, Private and Non-Profit Organizations

Potential partners identified through outreach include:

- Los Gatos-Saratoga Community Education & Recreation Department
- Museums and History Organizations
- School Districts
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Key Findings

- *Partnering with other organizations, including public, private and non-profits, is a means to leverage resources, extend access to services and improve the quality and quantity of service delivered.*
- *Need to explore partnering opportunities fully, ranging from programs to joint-use facilities*
- *Coordinated education and publicizing the availability of services and programs to customers and the community reaches a wider audience*
- *Benchmarking other governmental organizations to discover and apply lessons learned is a partnering opportunity that directly affects resource allocation*

Service Role of the Civic Center and Library

Current and Future Actions Toward Implementation

The next phase of the strategic master planning process will address how services are provided, as well as the space requirements necessary to support their delivery. Subject to funding availability, the Town may pursue enhancements to services as described in this document in the interim, and independent of changes to physical organization of staff or physical changes to the existing buildings.

Further operational planning will allow staff to understand more fully how changes to work process and flow, interdepartmental and external partnering, and communication can result in service improvements that may not require changes to physical conditions.

Next Steps in the Master Planning Process

The next steps in the planning process focus on the “how” and “where” to deliver the services described in this document. This document represents the culmination of Phase 1 of the strategic master planning process. Phase 2 work builds upon this document. Phase 2 exploration, discovery and solutions may impact the service needs described in this document through opportunities and challenges associated with operations and space program, thus the Town Service Assessment should be considered a dynamic document.

- I. Town Council to review Town Service Assessment – Working Document and provide feedback on issues and findings
- II. Core Team to begin Strategic Operational Planning and Space Programming for the services described in this service needs assessment.
 - A. Develop Library Operational Plan and Space Program
 - B. Develop Civic Center Strategic Operational Plan and Space Program for all other Town Departments
 - 1. Town Council
 - 2. Town Clerk
 - 3. Town Treasurer
 - 4. Town Attorney
 - 5. Town Manager
 - a) Town Manager
 - b) Human Resources
 - c) Finance and Administrative Services
 - d) Information Technology
 - 6. Community Development
 - 7. Police Department
 - 8. Parks and Public Works
 - 9. Community Services
 - C. Coordinate Operational Plans and Space Programs with parallel planning processes:
 - 1. Information Technology Master Plan

Service Role of the Civic Center and Library

Next Steps in the Master Planning Process

2. Records Management Plan
3. Cable TV Franchise Renewal
4. General Plan Implementation and Strategies
5. Infrastructure Needs Assessment
6. Downtown Parking Study
7. Traffic Calming
8. Strategic Plan Implementation
9. Human Needs Assessment
- D. Develop Building Re-Organization and Adaptive Re-use Opportunities and Constraints
- E. 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
- F. Develop Site Analysis Studies on the Civic Center site, to include adjacent parcels owned by the Town (homes, Neighborhood Center, Parks and Recreation Building) and the R. J. Bryant Service Center site.