



Town of Los Gatos, California

Strategic Operational Plan

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Table of Contents

Section	Page
A. Introduction.....	2
1. Context and Key Concepts	
2. Purpose of the Document	
3. Process Overview	
4. Role and Vision of the Civic Center and Library	
B. Operational Plan	5
1. Framework	
a. Service Population Projection	
b. Staffing Projections	
2. Interdepartmental Town-Wide Service Delivery Approaches	
a. Customer Service Centers	
b. Centralized Information and Referral	
c. Staff and Community Meeting and Event Spaces	
d. Partnering to Provide Services	
3. Departmental Services and Operations	
C. Next Steps in the Planning Process.....	25
D. Appendix	
1. Benchmarking Analysis	26
2. Potential Partner Information.....	32

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 –Strategic Operational Plan

Strategic Operational Plan

The purpose of this document is to illustrate a strategic operational plan, which describes how services can be delivered to achieve the role and vision identified in the Service Assessment. Factors affecting current and future operations include projections for future growth and change in both service area population and staff. The operational plan presents service delivery approaches based on information gathered in the Service Assessment.

This document will serve as a working guide for the remaining strategic master planning effort. These concepts are specifically relevant to development of the space program, which will define the qualitative and quantitative spatial requirements for implementation of the strategic operational plan.

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. This Strategic Operational Plan will define “**how** services will be delivered.” The next steps in the process, beyond this operational planning and space programming effort, includes development

Introduction

Section A

Process Overview

of site building options, which will define “**where** the service will be provided.” Each part of the process builds upon information developed earlier. Concurrent to the effort described, above, are assessments and analysis 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. Please refer to the appendix for process participants and an outreach-meeting schedule.

Three focus groups were held with customers and stakeholders to explore their perception of how services could be delivered in a manner that most met their needs. A community forum was held to engage the community in dialogue about their service needs and their concepts for interaction with Town government. Five cross-functional workshops were held with staff representatives of all departments, as well as the executive team, to explore ideas and solutions regarding changes in work process and flow to implement the concepts in the service assessment. A workshop was held with library staff to explore service approaches based upon community input and evolving the role of the library in the community.

The Community Advisory Committee and staff attended a day long benchmarking tour of regional Civic Center Facilities that would provide relevant information regarding the planning process and the actual spaces that were developed. Tour participants were able to ask staff from the cities visited to share their lessons learned for applicability to this planning process. The analysis of this benchmarking tour is included in Appendix 1.

Role and Vision of the Civic Center and Library

The Service Assessment describes 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 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

Introduction

Section A

Role and Vision of the Civic Center and Library

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 service approaches and strategic operational plans proposed within this document. The service delivery approaches and strategic operational plans 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. The implementation of these approaches will depend considerably on the use of technology and must be coordinated with the Information Technology Strategic Planning effort.

Operational Plan

Section B

Introduction

This section focuses on operational parameters that are factors affecting current and future operations. These include 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 in the Service Assessment.

A service population projection is included, based on demographic information and an analysis of the community from dialogue within forums, focus groups and staff workshops. Current core services are described, as well as potential new services and operational issues that are not associated with information technology or current space constraints. Information technology issues are being addressed in the Information Technology Strategic Planning process, and operational issues caused by current space constraints and utilization are addressed in the space programming process.

Staffing projections are estimated, based upon a series of assumptions regarding service population and services, as well as the potential for evolution of service delivery approaches focused on achieving greater efficiency and effectiveness in work processes.

Four interdepartmental service delivery approaches are identified. Each includes an outline that defines process and physical strategies for development and implementation of the service delivery approach.

Operational Framework

Service Population Projection

The Service Population projection includes both quantitative and qualitative overviews of the community being served today, as well as how it may change in the future. This information is foundational to growth and adaptive re-use strategies – services, operations (and space) focused now and in the near future at current target audiences may need to shift their focus or use over time.

The Town of Los Gatos will experience an approximate 10% increase in both population and number of households through the year 2025, to 32,500 and 13,360, respectively. Planning, development and infrastructure-oriented services will continue to be a focus for the Town, which strives to maintain its culture and character. Community and library services are increasing in demand, with coordination and partnering with other service providers a key issue. Marketing the services available currently, as well as enhancing or expanding programs and resources will be critical to meeting the community needs and desires. Factors affecting Police services will include ongoing community policing efforts as well as the regional, national and international collaborations that are placing more demands on local police.

Operational Plan

Section B

Operational Framework

From staff workshops and community outreach, it is clear that service expectations vary amongst the residents of the Town. Diverse expectations exist, and continue to change over time, and operational approaches need to evolve to both manage expectations and create conditions for more effective, efficient service delivery. As these approaches are developed and implemented, the town will need to continue to ensure that all parts of the community feel supported.

The Association of Bay Area Governments, in their publication Projections 2002, has generated a **regional perspective** of the future that should be applicable to Los Gatos. Their key findings:

- A large number of women will pass through their childbearing years during the forecast period through 2025. ABAG expects to see an increase in the number of school-age children until about 2020. By 2025, the number of school-age children will have declined from its peak, although the total will still exceed the number in 2000 by 8.8%.
- Moderate population growth and higher labor force participation on the part of both men and women will contribute to an additional 1.1 million persons added to the labor force between 2000 and 2025 in the Bay Area. Additionally, an increase is expected in the over-65 age group. The expected increase in job participation by older individuals is primarily due to the high cost of living in this region, long-term improvements in the health of the population, and changes in occupations that will reduce the physical demands of work.

Los Gatos may or may not experience the average for the Bay Area, but the indicators are that the younger generations will increase, the middle generation will decline in number, and the older generations will (regionally) increase significantly. The potential impact to Civic Center and Library services and operations could include:

- A continued demand for youth services, to include programs, activities and resources through 2020
- A continued focus on adult services and parenting, with a marginal decrease in this population through 2020
- Continued demand for senior services, which should address the potential that people may be working at jobs longer than is the current norm
- The population distribution across age groups for Los Gatos may or may not reflect the larger region for a number of reasons:
 - Currently, some longer term residents are taking advantage of the current housing market to “cash in” and leave the area
 - Younger adults and families are purchasing this available housing stock and changing the demographic dynamic of neighborhoods
 - These families are less likely to exhibit the tendencies of our current generations to stay in one place, causing a greater degree of churn in the demographics of the community

Operational Plan Section B

Operational Framework

Staffing Projections

The 2005/2006 full time equivalent employees (FTE) for all town departments are 160.60 FTE. Please refer to the Town of Los Gatos Operating and Capital Budget for Fiscal Year July 1, 2005 to June 30, 2006 for classifications and departmental staff allocations.

It would be prudent, for planning efforts, to assume that staff may increase relative to population and number of households at 10% through 2025. The total FTE that should be accommodated within this strategic operational plan should be 176.60 FTE. The space program document should identify for and provide this potential future growth in staff.

Many of the Town departments utilize hourly/temporary staffing to accomplish work throughout the fiscal year, although not all temporary staff is on-site at the same time. In 2005/06, hourly/temporary staffing was budget at 24,530 hours for an approximate 11.79 FTE. A 10 % increase through 2025 would require strategic plan accommodation for hourly/temporary staffing of 12.99 FTE. The following table will be updated along with the proposed 2006/2007 Proposed Budget.

Temporary Staff	Hours
Town Council.....	175
Town Manager	325
Police.....	2,600
Parks & Public Works	7,332
Community Services	2,502
Library.....	11,596
	24,530

The space programming process will address the deployment of hourly/temporary staff across departments and the time-periods over which they work, culminating in an understanding of the type and number of workspaces necessary to accommodate these staff.

Operational Plan

Section B

Service Delivery Approaches - Interdepartmental Town-wide Services and Operations

Service delivery approaches have been identified to position the Town to achieve the community's vision for Civic Center services.

Beyond the services provided by any individual department, there are town-wide service delivery approaches that may serve to meet the needs defined in the assessment. These approaches affect all departments at one level or another, and can serve to create the perception of one cohesive organization to customers and the community. Four interdepartmental service delivery approaches are defined in this section:

- Customer Service Centers
- Centralized Information and Referral
- Staff and Community Meeting and Event Spaces
- Partnering to Provide Services

An introduction to each of the proposed approaches is provided below, which includes how the service approach will support the role and vision of the Civic Center. Goals for design, development and implementation of each approach are included, which directly relate to the information developed within the service assessment. An outline of both process and physical options or strategies for realizing each approach is also included.

Process Options focus on providing improvements through actions such as the development of new policies and procedures, standards, techniques or tools, and the reallocation of existing staff or new staff to improve services, etc.

Physical Options focus on providing improvements through physical changes such as reconfiguration of workspace, the addition of needed space or elements, or the reconfiguration or addition of infrastructure to improve services, either interior or exterior.

The future desired services of the community have been identified in the Town Service Assessment, and the Strategic Operational Plan defines “how” the Town could deliver those services to respond to both the community's needs and other key findings. It is essential to develop an understanding of the Town's priorities for service, balanced with the available resources to accomplish the necessary improvements or enhancements. This plan serves as a long-term strategic plan to provide the Town with a road map or action plan to meet the future needs of the community. These decisions will then guide the development of the Space Program document and the Master Plan Concepts.

Customer Service Centers

Introduction

As established in the Service Assessment, the Civic Center and Library need to be accessible, welcoming and convenient to all customers. Customers would like to have easy access to a central reception area where assistance and

Operational Plan

Section B

Customer Service Centers

directions are available at the first point of contact.

There are many aspects of the current design of the Civic Center and Library that are very appealing to the Town's community, but two consistent issues have been the lack of clarity of where to go and how to get there, and lack of physical accessibility when the customer is seeking the Town's services

The original design of the Civic Center, which included the Library, focused on several key concepts that create its architectural layout.

- One of the concepts was to create the appearance of physically separate facilities and entries for each of the departments/uses, with a subterranean departmental connection through hallways that are not visible when approaching the building. In essence, a single larger building appears to be many smaller buildings.
- A second was to build a majority of the building below grade, to lower its height and reduce its mass, which was effective in making the building feel intimate and subordinate to its beautiful surroundings.
- A third concept was to create an external and internal central point of connection for each of the architectural "pods." From the exterior, the plaza, with the large central fountain, connects the pods and internally below grade, it is the council chambers. The access to each of these areas is from split-level stairs that either take you from natural grade to a half-level up or down, depending on your destination.

Architecture has always affected the degree to which spaces support the operations of an organization. One of the operational effects of the design is decentralized customer service counters, where departments are in separate architectural pods and have separate access and entry from the exterior. Each department has an individual customer service counter with a reception/waiting area, or in the Library's case a circulation desk. The Council Chamber is designed on the same principle, with a separate entry and lobby, but does not have access to staff or a customer service desk, which may confuse visitors and provides little staff oversight of public use of the space.

As the Town's staff has grown, internal spaces have been reconfigured and spaces that were once for public circulation are used for staff areas. Some of the spaces originally designed for reception and waiting are smaller, less pleasant and less functional than in the original layout. If customers go to the wrong counter or building for their service needs, they are directed to the right department, but the only way to access the department is by going back outside. Depending on where they are going, this might mean across the plaza, or down the stairs, or across the parking lot or in some cases to another location (if they need services that are currently at the R. J. Bryant Service Center).

Operational Plan

Section B

Customer Service Centers

	With the existing split-level architecture, physical access is very challenging. Elevators located at the Neighborhood Center and the Library are difficult to find and challenging to use. The main lobby of the council chambers is often locked and inaccessible because there is no staff oversight of this area and no way to control it securely. Therefore, another operational effect of the design is customer frustration, since it is not clear where and how to access Town services and access is challenging, especially for those with special needs.
Conclusion	▫ A centralized customer service center is desirable to meet the needs of the Civic Center customer. Space allocation, internal circulation, service points and counters areas will need to be programmed to support both central reception and decentralized service points ▫ The first point of contact for the customer must be able to uncover and define the key question(s) or service need(s) of the customer, therefore the staff person(s) who provides this function must have a high degree of knowledge of services on an organizational level to be effective ▫ Off-site services could be represented at the Customer Service Center but would require training on-site staff for these departments/services ▫ Greater interdepartmental knowledge of process and methodology needs to be established to ensure that the interaction with the community is consistent and efficient ▫ Shared knowledge-bases designed to capture issues and their resolution for later reference and retrieval by staff and potentially the community will provide opportunities for staff and the public to resolve issues more quickly ▫ Educating the customer and community about the services available, as well as the processes associated with doing business with the town government, should be a high priority. This will require documentation of processes, which will also contribute to consistency in implementation and service delivery methodologies ▫ Current access, signage and way finding within the existing Civic Center must be significantly improved to meet customers' needs.
Vision	The vision for Customer Service Centers for the Town of Los Gatos is to provide an easily identifiable and accessible central point of access to personal, friendly, and knowledgeable staff, so that an individual's interaction with the Town government will be positive, effective and thorough.
Goals	▫ Easily identifiable central entry that is accessible ▫ Reflection of the culture and character of a the "small town service model" described in the Service Assessment ▫ Central reception area that is welcoming and comfortable, where visitors and customers can be directed to decentralized service points. This should be the physical service point at which the service delivery approach "Centralized Information and Referral" is located

Operational Plan

Section B

Customer Service Centers

Strategic Operational Plan

- Immediate access to personal service through friendly, knowledgeable staff
- Assistance in defining service need(s) with response or referral to an appropriate staff person(s)
- Access to community wide information, programs and events
- Adjacent access to on-line services or phones
- Decentralized service points with knowledgeable staff and access to information
 - One-stop development services center
 - Adjacent access to a meeting area if transactions are more in-depth or confidential
 - Library, Police, Community Services, etc. as necessary in development of site options

The following actions should be considered in development of customer service centers for the Town of Los Gatos. Decisions will need to be made in both the space programming and site options development of the Civic Center and Library Strategic Master Plan to ensure that the goals, outlined above, are achieved relative to a cost-benefit analysis associated with investment in improvements.

I. Process Options

- A. Develop a Customer Service Plan, which may include the following steps:
 1. Track and analyze customer service needs at current point of contact with staff (face-to-face, phone, on-line)
 2. Continue development of customer service goals and principles
 3. Identify methods for customer self-service
 4. Develop staffing model to meet Customer Service Plan including central customer service as provided now by Clerk Department, one-stop development shop and decentralized customer service options
 5. Continue implementation of Customer Service training program to meet Customer Service Plan
 6. Integrate Centralized Information and Referral services for both staff and the public.

II. Physical Options or Strategies

- A. Develop space requirements for appropriate areas that may be included in the Program document and site options:
 1. A single point of entry with a welcoming and comfortable central reception/waiting area
 2. A Central Customer Service Center, with a counter space easily accessible to the public, that provides access to customer service staff

Operational Plan

Section B

Customer Service Centers

3. Meeting rooms/areas for private/confidential conversations with staff/public that is accessible from reception area.
4. An area adjacent to the Customer Service Center for computer(s) and phone(s) that would allow the customer access to on-line Town services
 - a) Create public computer terminals for self-service within Civic Center and strategically located within the Library
 - b) Create public phone access to direct link to Town services, both on site and off accessible from Central Service Center
5. A community bulletin board/screen that provides timely, accurate and coordinated community wide information, programs and events
 - a) Provide exterior area for community bulletin board or electronic information kiosk(s) that is coordinated with Central Service Center and are visible from parking lot and/or public street(s)
6. Exterior ramps and/or lift/elevator to access Customer Service Center and other Civic Center functions
7. Create internal access to public restrooms
8. Create internal access to departments/services whenever possible that are logical and intuitive to the customers/staff.
9. Decentralized Service Centers
 - a) A Development Services Center, where customers have access to development oriented information and staff in one location
 - b) A separate Library space program will be developed to meet the specific customer service needs of the Library
 - c) Community Services, Police, etc. may need their own service points dependent upon their physical relationship to the Central Service Center.
- B. Create/improve signage program for exterior and interior of the Town facilities

Centralized Information and Referral

Introduction

Excellent customer service has always been a commitment of the Town of Los Gatos' staff. Key to developing an operational plan that is forward thinking, and able to expand with the changing demands of the community, will be the development of a clear, easily accessible and effective central source of information for staff and customers who visit the town in person, call by phone or search on-line. This would include an enhanced ability for the Town to provide referral services to other information, services, programs and events

Operational Plan

Section B

Centralized Information and Referral

that are available in the Town through other service providers and partner organizations.

The Service Assessment identified personalized service as an important quality of the way that the Town currently delivers service. This is highly valued and appreciated by the community. In order to maintain a high level of customer service, while expanding services, it will be important to develop ways to leverage staff resources to provide these services. Key concepts for achieving this are to: increase access to information; increase use of shared databases; improve ability for customers to use self-service concepts; streamline processes; develop more efficient adjacencies to resources needed when accomplishing tasks; and to establish policies and procedures to assist in the prioritization of service responses. The Town will need to continue to provide training and education to staff in “best practice” approaches to service delivery.

Processes that are adopted to create and maintain a Centralized Information and Referral resource will be driven by the Information Technology Strategic Plan. Access to information should be developed in such a way that it is user-friendly and does not conflict with a “small town service model” as defined in the Service Assessment. Whatever technologies are used to enable the access to information, they need to be smart, but they also need to support users of all generations and educational backgrounds.

Conclusion

- The Central Customer Service Center may be the physical location at which Centralized Information and Referral is available to the public, but development of the operational plan will require broad integration of information across departments and centralized management of this information. This may be supported by staff at the Central Customer Service Center, by staff distributed within the departments, or a combination of both.
- Integration with the Information Technology Strategic Plan is very important to ensure efficiency and effectiveness.
- As the quantity of information available accelerates and as the demand for easy access to this information increases, the importance of a centralized information service delivery approach becomes paramount to quality service delivery.
- The gap between current systems, methods, policies and procedures and the definition of expectations will need to be identified to understand the resources necessary to fill the gap.
- Customers are currently not fully aware of Town services. Once processes are in place to better disseminate information, there would be an opportunity to create a public awareness campaign that makes existing services more accessible to the public. This program could be continued as new services are added.

Operational Plan

Section B

Centralized Information and Referral

Vision	The vision for Centralized Information and Referral for the Town of Los Gatos is to provide coordinated and comprehensive access to Town information in a timely, accurate and user-friendly manner that leverages staff resources and increases customers' awareness and access to Town services and resources.
Goals	▫ Utilize web-based technologies to provide information and services 24/7. ▫ Provide staff with a central source of information that assists in the accurate and timely delivery of services, process documentation, and prioritization of responses and the leveraging of staff resources. ▫ Increase community awareness of the availability of Town services, promote the use of those services as well as self-service, and manage customer expectations for service delivery ▫ Provide multiple options for access to information ▫ Coordinate both virtual and central points of information at the Customer Service Center and other service points for both public and staff, including interactive information access at community bulletin boards and/or kiosk(s) ▫ Refine a methodology for collection, access and dissemination of information to staff and public. ▫ Provide information and referral to other service providers and partner organizations to expand access by the community to those services. ▫ Provide a sense of cohesiveness in Town services for the customer ▫ Address issues of confidentiality, security and safety of information ▫ Integrate into Information Technology Strategic Plan and interface with new and available technologies
Strategic Operational Planning	The Town currently has an Information Technology Strategic Plan, which prioritizes technology improvements. The following strategic operational plan for centralized information and referral includes actions that should be considered within that plan to achieve the goals outlined above. I. Process Options A. Coordinate design, development and implementation of a centralized information resource 1. Review and document current process for information collection, access, and dissemination of information 2. Identify and prioritize information that should be located in the centralized information resources 3. Coordinate with Information Technology Strategic Plan to select appropriate hardware and software applications to support a Town wide information system 4. Develop information collection, maintenance and dissemination policies and procedures 5. Identify ongoing resource needs including staff person(s)

Operational Plan

Section B

Centralized Information and Referral

- to design, lead and manage the information process
- B. Develop a methodology for information access to other service providers and partner organizations
 - 1. Identify key strategic partners for collaboration and referral
 - 2. Define partners methods for updating and providing information and develop operating procedure for information collection, access and dissemination
- C. Develop a public awareness campaign regarding information availability
- II. Physical Options / Strategies
 - A. Develop concepts for methods and tools to support information access and dissemination
 - 1. Computer stations available to the public
 - 2. Information kiosk(s)
 - 3. Available reference materials, etc.

Staff and Community Meeting and Event Spaces

Introduction

The Service Assessment clearly demonstrated a need within the Town government and community for spaces that support work, meetings, learning, dialogue, gathering, celebration and reflection. Operationally, the Town should determine the number and types of these spaces it can provide, and support their use for the activities stated. A determination of similar spaces that exist within the community that can fill these needs will be necessary prior to finalizing space program requirements for the Civic Center and Library. However, the outreach process has established that the community seeks the Civic Center and Library to be a gathering place, and point of connection – meeting and event spaces will support that desire. In addition, staff is constrained in collaborative work efforts by the lack of space in which to meet.

Currently, many staff meetings must be scheduled offsite, at expense, because meeting spaces are not available at the Civic Center and Library. Although recent operational policies have been enacted to support Town Staff use of Room 214 in the Neighborhood Center, meeting spaces continue to be in high demand. The Council Chamber is utilized as meeting space by staff when it is not scheduled for other activities, and even the Chamber lobby area has been pressed into service as a meeting room.

Spaces to meet and gather are not the only issue – infrastructure and equipment must be designed into the spaces to allow collaborative and interactive work to take place, as well as support programs and activities. Training, education and instruction require specific attention to the design of learning environments, but these spaces will also be used for other activities. The design, configuration, infrastructure, furniture and equipment will greatly affect the flexibility of these types of space.

Operational Plan

Section B

Staff and Community Meeting and Event Spaces

Conclusion	▫ Meeting spaces should be a priority for space allocation within the space programming and site options process ▫ In this climate, consider use of exterior spaces for meetings to occur, and provide technology and equipment to facilitate interaction ▫ Operational efficiencies can facilitate impromptu meetings and discussions; create spaces designed to foster this type of interaction ▫ Conferencing and meeting spaces should be distributed to be more accessible and in closer proximity to staff ▫ Consolidated or centralized conference and meeting spaces reflect a conference center concept and support shared catering and storage space. Centralized conferencing allows shared use of setup spaces, but congregates meeting and conferencing activity in one location. ▫ A balance of some distributed and some centralized conferencing may be the best approach to both accommodate staff needs and minimize duplication of support space
Vision	The vision for Staff and Community Meeting and Event Spaces for the Town of Los Gatos is to provide accessible and equipped spaces for the community and staff to meet, dialogue, gather, celebrate, learn and reflect.
Goals	The goals for this service delivery approach include: ▫ Flexible and well-equipped spaces that support both a variety and scale of activities ▫ Specific spaces that address the diverse needs in age and activities ▫ Interior and exterior opportunities for meetings, gatherings, reflection and events ▫ Learning environments that support the needs of training, education and instruction ▫ Staff areas that support collaborative work efforts
Strategic Operational Plan	I. Process Options A. Work with partners to identify existing community-oriented spaces and their availability for use B. Define meeting and event spaces that should be included in the Civic Center and Library to complement available spaces in the community C. Develop Centralized Resource Scheduling 1. Coordinate training for staff and partners in use of collaborative resource scheduling tools, and policies and procedures for use of resources II. Physical Options / Strategies A. Within the space programming process, define the types and number of spaces (interior/exterior, formal/informal, within the civic center and library) that will support the following activities:

Operational Plan

Section B

Staff and Community Meeting and Event Spaces

1. Meetings, Conferencing and Interactive Work
2. Training and Instruction
3. Events and Performances
4. Art Exhibits
5. Storytelling / Storytime
6. Lectures
7. Community Forums
8. Council Meetings
- B. Develop a Strategy for Distribution of Space
 1. Centralized and Distributed Meeting Spaces
 - a) Support Spaces to include Storage, Catering, etc.
 - b) Accessibility to Staff and Community
 - c) Hours of Access to Staff and Public
 2. Adjacency to Collections and other Resources that would support activities within the spaces
 3. Establish Parking Requirements generated by these activities
- C. Identify Infrastructure, Technology, Equipment and Furniture Needs
 1. Within the space programming process, develop the needs for each type of meeting or event oriented space.
 - a) Ideally, develop a series of standards for technology and equipment packages that will be utilized in similar spaces
 - b) Identify the training and education requirements to ensure the technology can be utilized by those who in the spaces
 - c) Coordinate with the IT Strategic Planning Process to ensure that support services are available

Partnering to Provide Services

Introduction

The Town of Los Gatos currently collaborates with a number of organizations, through coordinated programs and services, the provision of space for programs, and grants for Human Services, Art / Education and Community organizations. There may be opportunities for increased partnering, and those should be explored. However, existing partnerships can be leveraged to increase at least the awareness in the community of the services available to them. For example, the Police Department's School Resource Officers are at the schools in the community, and could offer information regarding the availability of library and community services to students. Development of collateral material or information sources that can be shared in these types of

Operational Plan

Section B

Partnering to Provide Services

interactions will broaden the community's knowledge of the services and programs available through the Town or its partners.

Partnering can be defined along a spectrum from information sharing and referral to integrated services and programs. Collocation refers to resources and potentially staff collocated within space, whether interdepartmentally or with other organizations. Partnering refers to enhanced services, referrals and information, and sharing of resources (collections, materials, and space), etc. All opportunities for partnering should be evaluated for their required resources (staffing, funding, facilities, etc.) and potential return on investment, to include service enhancements and opportunities for more efficient service delivery.

Conclusion

- Collocation of partners offer the community greater access to complementary services in one location and may mitigate duplication of space
- Partnering facilitates greater access to complementary services within the community that are relevant to target audiences

Vision

The vision for Partnering to Provide Services for the Town of Los Gatos is to leverage resources, enhance or expand services, programs and resources, and connect the community to the services provided by partner organizations.

Goals

The goals for this service approach include:

- Leverage resources and extend access to services
- Improve or enhance the quality of services delivered to the community
- Partner in the delivery of programs and joint or shared use of space
- Coordinate education and promotion of available services and programs to the community to reach a larger audience

Strategic Operational Plan

I. Process Options

- A. Identify opportunities for partnering to enhance services in areas such as Community Services, Library Services, and Police Outreach and Crime Prevention
- B. Establish Partnering Agreements as needed
- C. Develop Communication Plan
 - 1. Integrate information about, delivery of and outreach for services and programs inter-departmentally
 - 2. Utilize the Centralized Information and Referral service model to make this information available to the community
 - 3. Create promotion and information material regarding available resources

II. Physical Options / Strategies

- A. Define the available spatial resources of all partners, and

Operational Plan

Section B

Partnering to Provide Services

- analyze their potential for shared or joint-use
- B. Identify locations for service and program delivery that make them accessible to the greater number within the targeted audience
 - C. Within the space programming process, define the types and number of spaces, both interior and exterior, within the Civic Center and Library that will support the partnering activities:
 - 1. Meetings, Conferencing and Interactive Work
 - 2. Programs and Activities
 - 3. Training and Instruction
 - 4. Events and Performances
 - 5. Art Exhibits
 - D. Identify opportunities for display of art, artifacts and history within the projected civic center and library spaces

The partners that have surfaced through the outreach process, and expressed a desire to explore greater opportunities for partnering, include:

- 1. Los Gatos Saratoga Community Education Recreation
- 2. Museums
- 3. Art Docents of Los Gatos
- 4. School Districts
- 5. Non-profits

A brief overview of these organizations is included in the appendix of this document.

Departmental Services and Operations

The core services currently provided by each department are listed within this section, as well as issues associated with current and potential services and operations that have been identified by the departments. Those issues that apply to many departments, town-wide, are detailed in the previous section: **Service Delivery Approaches - Interdepartmental Town-wide Services and Operations**. Operational issues caused by space constraints (adjacencies and staff location, collaborative and interactive work, resource and storage requirements, etc.), as well as technology oriented issues, are addressed in the space programming and IT planning processes.

Current and projected services seem to be within the operational capacity of each department, which have managed to both increase and change in services over time. However, space allocation and utilization, as well as information technology strategies and implementation, will be critical to future service demands and delivery.

Operational Plan Section B

Departmental Services and Operations

	Current operational issues are largely attributed to overcrowding of staff, fragmentation of staff due to space constraints, and information technology needs. Current departmental operational deficiencies are caused mostly by space constraints and utilization, rather than operational or organizational issues. Most operational conditions discovered through this process exist because of growth in staff and services not anticipated in the original facility, and reallocation or reutilization of space over time. They may be resolved through the strategic master planning effort, where space needs will be identified and site options to meet those needs will be developed. For further information about services, programs, staffing and funding, refer to the Town of Los Gatos Operating and Capital Budget for the current Fiscal Year. Core Services are identified for each department, below. Additionally, any service or operational issues that should be addressed in the strategic master planning process are identified.
Town Council	Core Services ▫ Citizen Representation ▫ Public Policy And Legislation ▫ Boards And Commission Oversight Service and Operational Issues ▫ Currently, the Council Chamber is the only available space, other than staff offices, for the Council to conduct work.
Elected Town Clerk	Core Services ▫ Town Election Official
Elected Town Treasurer	Core Services ▫ Funds Custodian ▫ Investment Management ▫ Town Signatory
Town Attorney	Core Services ▫ Litigation Services ▫ Legal Advice ▫ Liability and Risk Management
Town Manager	Core Services ▫ Town Government Management ▫ Town Council Support ▫ Council and Customer Referrals ▫ Agenda Process Management

Operational Plan

Section B

Departmental Services and Operations

	▫ Web Management ▫ Economic Vitality ▫ Public Information Service and Operational Issues ▫ Most issues regarding centralized access to information and processing of forms, etc., are information systems issues. Information technology needs, for both the public and staff, are being addressed as part of the Information Technology Strategic Plan.. The information developed through the Civic Center and Library Strategic Planning process will be coordinated with that effort. ▫ There is a need to enhance the capacity for providing public information services ▫ Tracking of customer issues is necessary to ensure that issues are resolved ▫ Agenda process management includes immediate, short term and long term agenda planning, and should provide for generation of workplans and timely notifications to ensure that staff can prepare effectively
Clerk Department	Core Services ▫ Document Management And Records Retention ▫ Governmental Compliance and Official Filings ▫ Election Support Services ▫ Customer Service Center Service and Operational Issues ▫ This department administers the Town Customer Service Center due to their location at the front door and presence of a transaction counter ▫ As a result of administrative restructuring, this department provides clerical, legislative and risk management administrative support for the Town Attorney's office. ▫ Records Management is an issue that is being currently addressed, and the outcome will need to be coordinated with space programming and site options
Human Resources	Core Services ▫ Employee Health, Safety and Well Being ▫ Employee Recruitment, Retention, Orientation and Training ▫ Employee Benefits Program ▫ Employee Records and Document Management Service and Operational Issues ▫ HR staff require a high level of privacy, to interact with town staff on confidential issues ▫ Need to enhance use of Intranet to provide information to employees

Operational Plan

Section B

Departmental Services and Operations

Finance and Administrative Services	Core Services ▫ Financial Management and Reporting ▫ Budget Development and Monitoring ▫ Accounts Payable, and Receivable ▫ Business License Processing ▫ Administrative Mail and Supplies Management ▫ Payroll Service and Operational Issues ▫ Current mail service and supplies issues – need to define role and function of staff and department ▫ New services to be explored include credit card acceptance and web-based transactions (invoicing, payment, and procurement) ▫ Most issues regarding centralized access to information and processing of forms, etc., are information systems issues and will need to be addressed as part of the Information Technology Strategic Plan.
Management Information Services	Core Services ▫ Infrastructure and Systems Maintenance and Support ▫ Technology Solutions Service and Operational Issues ▫ Issues are identified through the Information Technology Strategic Plan document. ▫ A key issue is limited staff support for IT
Community Development	Core Services ▫ Development Plan Review ▫ Code Compliance ▫ Inspection Services ▫ Advanced Planning: General and Specific Plans ▫ Redevelopment Service and Operational Issues ▫ Online permitting is a service requested by customers and staff ▫ Routing building plans to inspectors located in Neighborhood Center is a challenge ▫ Development customers must travel between Town Hall and PPW (located at R. J. Bryant Service Center) to secure approvals.
Community Services	Core Services ▫ Senior Services ▫ Housing Programs ▫ Arts and Culture Programs ▫ Volunteer Services

Operational Plan

Section B

Departmental Services and Operations

	▫ Solid Waste Management ▫ Grants Management Service and Operational Issues ▫ Consider whether to continue to provide long-term leased space in the Neighborhood Center ▫ Expansion of senior services is dependent upon availability of space for programs, as well as partner opportunities ▫ Security of the Neighborhood Center facility is an issue for staff and the public ▫ Expansion of volunteer training is dependent upon availability of space, as well as staff coordination efforts
Police	Core Services ▫ Patrol ▫ Investigations ▫ Personnel and Community Services ▫ Records Management and Communication ▫ Traffic and Parking Management Service and Operational Issues ▫ 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 ▫ A potentially greater diversity of access within the community is desired, to include walking, ATV(s), cars, bicycles, etc. ▫ Emergency Operations Center has facility and technology limitations
Parks and Public Works	Core Services ▫ Parks and Open Spaces Maintenance and Conservation ▫ Engineering and Capital Projects Administration ▫ Facilities / Vehicle / Sewer / Storm Drain Maintenance ▫ Streets and Signals Maintenance Service and Operational Issues ▫ Need to document processes to streamline operations and ensure consistency in service delivery ▫ Development customers must travel between Town Hall and PPW to obtain approvals, although interim solutions are being explored ▫ Need to continue to refine use of asset management system, to include the ability to track and provide history for service and maintenance requests

Operational Plan

Section B

Library	Core Services ▫ Adult Services / Reference ▫ Youth Services ▫ Technical Services ▫ Circulation / Systems Administration Service and Operational Issues ▫ Integrate greater options for customer self-service ▫ Smartcard cashless payments for fines / fees ▫ Customer Awareness – marketing the library within the community ▫ Customers entering the Library on the “adult side” have no easy access to staff. Circulation staff is checking out books, often with a line of people waiting. No one is available to answer directional questions or provide reference services (which are now located on the lower level). ▫ Most issues are due to space constraints
Conclusion	The operational planning and space programming process will prioritize support for core services through space allocation and utilization. The development of space program and site options may also provide opportunities to resolve the service and operational issues identified above.

Next Steps

Section C

Next Steps in the Planning Process

The next steps in the planning process focus on the development of space program requirements and site concepts that will physically realize the operational requirements described in this report. Exploration, discovery and solutions developed in Phase 3 may affect the Service Assessment and Strategic Operational Plan. Opportunities and challenges associated with existing site and building reconfigurations, as well as adaptive reuse, may require changes to the information in the Strategic Operational Plan. Therefore, it should be considered a dynamic document.

- I.** Core Team to begin development of Space Program for the operations, described in this document.
 - A.** Develop Space Programs for each site component, which delineates the space, technical and functional requirements based upon the Strategic Operational Plans. The Space Programs will define Site and Building Criteria, Site Relationships, Space Allocation and Functional Relationships (adjacencies and stacking).
- II.** Develop Building Re-Organization and Adaptive Re-use Opportunities and Constraints
- III.** 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

Appendix 1

Process Participants

Regional Civic Center and Library Examples of Service Approaches

Redwood City www.ci.redwoodcity.ca.us

The following cities are operating new civic center and library facilities within the region, with comparable service delivery approaches to those proposed within this document. These benchmarks are of a different scope, scale and character than that of Los Gatos. However, there are important lessons to be learned from their planning, implementation and operational processes.

The City: Located in the Bay Area 25 miles south of San Francisco, Redwood City is home to approximately 75,400 people and 29,000 households. It is the oldest bayside city in San Mateo County, incorporated in 1867, and has been the County Seat since 1856. Redwood City combines residential, industrial, and commercial elements in a largely urban environment.

City Hall Complex: The Redwood City, City Hall offices occupy about 1.6 acres between two main streets, the same site as the original City Hall dating back to 1929. There are several old “heritage” redwood trees on the site and the design of the new offices required that the integrity of these features remain. The octagonal Council Chambers are located in the most prominent position, emphasizing its image as a public meeting hall. An open design for both floors of the city offices and the “open and transparent” lobby ensures the inner workings are visible and accessible. A “one-stop” customer service area is featured within the space, with a long service counter that supports individual departments with which the public may need to interact. The public lobby includes a civic garden. Materials used include two tones of rose-colored bricks and green tinted glass that ties in the library opposite. Flamed and polished granite floors connect the landscaping and concrete approaches. The 42,000 square foot complex was begun in May 1996 and completed in August 1997 at a total cost of \$11.1 million.

The Library: Designed within a former historic firehouse the library acts as a catalyst for downtown revitalization. The 5,000 square foot firehouse holds circulation services, a history collection and a large public meeting room. Behind the fire station, a complementary 40,000 square foot addition houses the collection and most library services. A staircase, lit from above connects the new and historic environments.

Website References

Demographics - <http://www.redwoodcity.org/about/demographics.html>

Economic Profile - <http://www.redwoodcitychamber.com/index.html>

Main Library - <http://www.ci.redwood-city.ca.us/library/rcpl.html>

Mountain View www.ci.mtnview.ca.us

The City: Located 35 miles south of San Francisco and 10 miles north of San José, Mountain View is home to 72,200 residents and many nationally and internationally known corporations. Mountain View covers 12 square miles.

The Civic Center: The Mountain View Civic Center comprises approximately

Appendix 1

Process Participants

Regional Civic Center and Library Examples of Service Approaches

seven acres and includes a City Hall, Center for the Performing Arts (including a 600 seat Main Stage and 200 seat Second Stage, café and visual arts lobby), library and passive use park space. The City Hall and Center for the Performing Arts create a public plaza with a fountain facing Castro Street, a public friendly promenade of retail shops and restaurants. The City Hall includes a reception area and one-stop development oriented center. Other departments have separate reception areas. All of the buildings are within walking distance of each other. Parking for the office, theater and library is hidden in underground structures. The City Hall and theaters were completed in 1990 at a total cost of \$24 million, the Library at a cost of \$20 million.

The Library: The City of Mountain View Public Library at 63,000 sq. ft. houses a collection of close to 300,000 books, as well as other collections, including video cassettes, magazines, audio cassettes, large print books, business reference and general reference books, books on tape, pamphlets, maps, newspapers, college catalogs and local history publications. Services provided by the Library include reference services for adults and children, children's programs, a delivery service for homebound customers within City limits, interlibrary loans, self-service photocopying and a dial-a-story service. The Mountain View Library is located at 585 Franklin Street between Church and Mercy streets.

Website References:

Demographics

<http://www.ci.mtnview.ca.us/citydepts/cd/ed/demographics.htm>

Economic Profile - <http://www.chambermv.org>

Library – <http://library.ci.mtnview.ca.us/>

Center for Performing Arts - <http://www.ci.mtnview.ca.us/mvcpa/mvcpa.html>

Hayward
www.ci.hayward.ca.us

Hayward is a community of 123,000 residents. The City of Hayward Civic Center was completed in 1998 at a cost of \$29 million, encompassing a two-acre site. The site was selected as part of the city's plan to revitalize the downtown. The modern building design includes a large rotunda entrance with large windows. There is a fountain and open space on the adjoining plaza. The City Council Chambers is a state-of-the-art design with audio-visual equipment for the public to observe meetings. There is also space for artwork displays and close proximity to retail a public library, residences and the Hayward BART station.

Website References

The Hayward Community:

<http://www.ci.hayward.ca.us/community/thisishayward.html>

Historical Museum & Sun Gallery:

<http://www.ci.hayward.ca.us/community/museums.html>

Hayward Public Library:

Appendix 1

Process Participants

Regional Civic Center and Library Examples of Service Approaches

<http://library.cityofhayward.com/screens/mainmenu.html>

Hayward Community Profile (statistics and demographics):

<http://www.hayward.org/profile.html>

Benchmarking Tour Comments

Introduction

[The Community Advisory Committee and members of the Core Team plan to take a benchmarking tour on December 13, 2002. Upon completion, information will be included within this section].

Redwood City Library

[\[insert comment summary\]](#)

The renovation of an existing firehouse gave the building a warm historic feel. Warm woods and a burning fireplace created a comfortable environment that made people want to settle in. However, the front lobby seemed congested by the circulation desk, and it was unclear where one would initially receive service. The smaller front lobby created a cramped feeling although it could be perceived as “home-like”.

Progressing further into the space, the library was open and airy. Signage was clear and it was easy to navigate through the space. Art was displayed within the library and the community room was available for local groups. The light levels and acoustics seemed good. Visitors were pleased with the traditional feel of the furniture and the stacks.

Communication centers within the library seemed easy to access and visible, but the furniture seemed so static that it did not encourage intimate customer service. Bulletin boards located near the entrance and the Friend’s of the Library Bookstore displayed information postings; the one by the bookstore being less visible. Resources seem fragmented and there are multiple points of service throughout.

The public spaces are grouped by function, which seemed to create an inflexible plan and inhibited future growth. Positive aspects of the separation of spaces were noise control and easy way finding for users. The Community Room seemed to be the only shared space. Having the after hours access separate from the library entrance as well as the dedicated elevator, extended the times of use for this space. Separation of Staff and Public areas seems adequate; the majority of staff spaces are located at the top of the building. The space for staff seems adequate with the exception of storage and internal meeting areas.

Overall, the library was seen as a good use of existing space. The separation of spaces worked for functional segregation but the lack of flexibility in the floor plan and static furniture was noted.

Redwood City Civic Center

The initial impression of the Redwood City Civic Center was that it was open

Appendix 1

Process Participants

Benchmarking Tour Comments

and light. Some visitors found the open space cold and the use of hard materials “unfriendly” or sterile, while others found the space comfortable and easy to navigate. Several people equated the Customer Service Area to a bank.

Communication Centers were not easily recognized throughout the building. The Information Desk and the access of people at the Customer Service Center served as personal one-on-one information point but privacy was an issue.

The customer spaces seemed to be accessible and visible; it was easy for people to find what they were looking for despite the multiple entrances. The “one-stop-shop” approach seems to be executed successfully here. Signage for the Customer Service Area was clear and effective. The staff spaces seemed very open, some visitors felt “too open” like being “in a fishbowl”. The configuration of the upper floor “looking down” on the Customer Service Center was also noted as a negative aspect. There was no visual or acoustical privacy when speaking at the counter. Staff space felt very public, delineation between public and staff was evident in some spaces but not in all.

Shared public and staff spaces seemed lacking. There was no large community room, only the Council Chambers and adjacent conference rooms. The room was located off the entrance lobby but was not obvious to locate. The chairs within the chambers were ganged and could not be moved easily, so there was little flexibility in configuration.

The Civic Center has a small gallery of artwork on the second floor and the conference rooms are used for some community activities.

Overall, the space was appreciated for its open layout and amount of natural light. Some visitors thought it was a bit too spacious with space that was not fully utilized. The high noise levels/ and lack of privacy was noted as a negative point, as well as the lacking of a community room

Mountain View Library

The Mountain View Library was open, clean and well lit but it was directionally challenging to navigate through the space. Signage that was available used a very small type and it was difficult to read. There was even difficulty getting into the building from the parking area due to a lack of signage. The adjacency to the park was nice but this was seen only from the back entrance.

The main lobby space was large and loud, the location of the desk seemed out of the visual line of site, the cueing rails served as a children’s “jungle gym”. The self-check stations were across the lobby from the circulation desks making staff assistance difficult. The elevator was also difficult to locate. The rest of the library spaces seemed to have a clear but subtle definition between public and staff space. The staff space seemed inadequate, especially the Children’s staff areas, and they were located on the ground floor.

Appendix 1

Process Participants

Benchmarking Tour Comments

Mountain View Civic Center

The reading rooms seemed like they were “missing something” but the open space upstairs by the Reference Desk was open and comfortable. The colors of the finishes and furniture were warm, especially in the Children’s Section, and the fireplaces added a warm and friendly touch. The acoustics were good with the exception of the lobby, lighting was effective and the beautiful views to the outside were greatly appreciated.

The communication centers within the library were not obvious to visitors. No central information point was recognized and the reference and circulation desks seemed impersonal. The signage and way finding to all areas was generally poor.

There seemed to be little flexibility in certain areas like the Children’s area, which was separated from the rest of the spaces. There was clear delineation between functions and collection types. The space also houses a History Room, a display area for Children’s Art, and has a community room located off the main lobby. A nice feature of this room was the ability for it to be used after hours when the library was closed due to a separate entrance. Two other conference rooms were also available for public use.

Overall, the library had a nice light quality and good views, but some spaces felt cramped while some seemed underutilized. It was noted that the layout was “maze-like”.

The Civic Center in Mountain View was large and impressive with a formal feeling. Not at all “hometown” setting, this was clearly a place of business. There seemed to be some confusion upon entering the space on which direction to go for information. The grand and impressive feel also appeared a bit sterile and unwelcoming, the entrance and central stairwell hall seemed like a “waste of space”

Central Desk and the Customer Service Center seemed well placed and accessible. It was noted that both of these features might be successful in a setting like Los Gatos. There was not much signage displayed for way finding.

The space had a museum-like quality, which was appreciated for its beauty but noted that it was a bit intimidating and had a “don’t-touch” feel. The noise level was acceptable and the amount of natural light through the skylights seemed good.

The obviously identified communication center was the main information desk. The desk seemed small but accessible. There was no posting of information observed, and the single source seemed to be the information desk staff member. The technology was noted to be “behind the times”.

Appendix 1

Process Participants

Benchmarking Tour Comments

There was a definitive separation between staff and public spaces resulting in very private staff spaces. Some visitors felt the separation was too formal, others that it was better for staff. The office spaces seemed flexible and well planned for future growth, although the numerous stories created a definite hierarchical feel. The “one-stop” center for Development worked well but seemed small to some visitors.

The proximity of the building to the central business district in Mountain View was very positive. Internal adjacencies seemed to work well, however, there were several departments located at other sites. Only one third of City employees are located at this site.

The space was very well designed to serve as a public gathering space after hours. The front entry and information desk are easily isolated and adapted for event use. The entire building serves as a venue for public art. The majority of other meeting spaces seemed internal to the building and more for public than staff use.

Overall, the space was impressive and beautiful but seemed too formal and hierarchical for Los Gatos visitors. The main sources of customer interaction such as the information desk and the Development Center seemed small by comparison of the rest of the spaces. It was also noted that there might be too much wasted space in the stairwell feature.

Appendix 3

Potential Partner Organizations

Potential Partner Organizations

Los Gatos Saratoga Community Education Recreation

This is a joint powers agency of three school districts: Saratoga Union, Los Gatos Union and Los Gatos-Saratoga Union High School. Employees of the agency are employed by Los Gatos-Saratoga Community Education and Recreation. They have no affiliation with the Town of Los Gatos or the City of Saratoga. The agency is 100% self-supporting and governed by a 7 member Board. Three school superintendents affiliated with the JPA are members by virtue; other four members are representatives from the communities in the district: one member from both Los Gatos Union School District and Saratoga Union School District and 2 members from Los Gatos-Saratoga Union HSD. Full time staff of 15 plus approximately 300 part time hourly or contractual employees provides services to the customers.

Activities divided into three categories: Youth and Teen activities, Community Items and Adult Resources

Youth and Teen Activities:

- Camps
- Cooking
- Dance, Drama, Music
- Discovery
- Elementary Summer School
- High School Summer School
- Holiday Activities
- Parent and Child
- SAT Seminars
- Soccer/Gymnastics
- Sports and Fitness
- Special Events
- Swimming Lessons

Community Items:

- A Place for Teens
- Facility Rentals
- Kumon Math and Reading
- Reading Development
- Scholarships

Adult Resources:

- Aerobics
- Art and Design
- Business
- Culinary Arts
- Dance
- Environment and Nature
- Equestrian
- Fitness
- Golf
- Gym Drop-In

Appendix 3

Potential Partner Organizations

Potential Partner Organizations

	Industrial Arts Language Parenting Issues Personal Growth Physical Enhancement Potpourri Special Events Sports Tennis
	Day Care is provided at all seven locations, and the department also administers the Los Gatos-Saratoga Adult Education Program in conjunction with the Los Gatos-Saratoga High School District.
Museum Association	The History Museum formerly the Forbes Mill Museum Established by Alexander Forbes as a gristmill to grind flour in 1854, Forbes Mill is recognized as the first commercial building in Los Gatos. Today Forbes Mill is a history museum located off Church Street by East Main Street. The Art and Natural History Museum: The building was originally constructed in 1927 and used as the first fire station, until 1966 when fire station operations moved to its current location on University Avenue. The Fire engine at Oak Meadow was stationed here. Today the museum offers natural history and art displays and is located at the corner of West Main Street and Tait Avenue.
School Districts	[Los Gatos] Saratoga Union Elementary (grades K – 8) Vision: We, the district team will create an environment, which excites and inspires all our children with a passion for learning both now and in the future. Purpose: We educate students to the fullest potential, engaging their hearts and minds in learning The Saratoga Union School District consists of three Kindergarten through 5th grade schools and one middle school for 6th through 8th grades. Schools: Argonaut Elementary School Saratoga Elementary School Foothill Elementary School Redwood Middle Schools

Appendix 3

Potential Partner Organizations

Potential Partner Organizations

Los Gatos – Saratoga Joint Union (grades 9 – 12)

Schools:

Los Gatos High School

Saratoga High School

NOVA Alternative Program

Los Gatos Union Elementary (grades K – 8)

Mission:

The mission of the Los Gatos Union School District is to motivate and assist each child to develop the skills, attitudes and values needed to realize his/her personal potential as an effective citizen. To achieve this mission, the district is committed to building partnerships between parents, teachers, students and community members for the purpose of developing and maintaining schools, which foster academic excellence within a caring, secure and creative school environment that promotes the development of self-worth and respect for others.

Schools:

Blossom Hill School

Van Meter School

Daves Avenue School

Lexington School

R.J. Fisher Middle School

Appendix 3

Potential Partner Organizations