

Town of Los Gatos, California

Town Service Assessment

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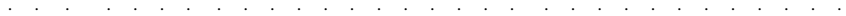


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Executive Summary

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***
4. *Utilize available and **emerging technologies to extend and enhance individual interaction** with the Town through options for self-service and*

Executive Summary

Role and Vision of the Civic Center and Library

- 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 Outreaches

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*
- *Alternative means of transportation need to be explored and promoted*

Executive Summary

Key Issues and Findings

<i>Emerging Technologies</i>	<ul style="list-style-type: none"> ▫ <i>The Civic Center and Library need to be accessible, welcoming and convenient to all customers</i> ▫ <i>Accessibility to services and spaces need to be enhanced for individuals with special needs within the community</i> ▫ <i>An increased level of services, programs and spaces for a wide variety of age groups is needed</i> ▫ <i>Departmental adjacencies and service groupings should be developed based upon the most efficient and convenient customer service</i> ▫ <i>Access to information and services should be made available in a manner that produces a sense of a cohesive Town</i> ▫ <i>Operational issues such as confidentiality, security, public and staff safety and oversight need to be addressed</i> ▫ <i>Input collected for the Civic Center/Library Master Plan should be integrated into the Information Technology Master Plan.</i> ▫ <i>Online services need to be expanded.</i> ▫ <i>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.</i> ▫ <i>Interactive information needs to be available as an adjunct to the Civic Center. Possible use of kiosks outside, with interactive features.</i> ▫ <i>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.</i>
<i>Support Space for Community and Staff</i>	<ul style="list-style-type: none"> ▫ <i>Central reception area that is easy to find and welcoming is desired.</i> ▫ <i>Lecture, conference and meeting rooms which are flexible, have a variety of sizes and are accessible to the public day and evening are lacking.</i> ▫ <i>Interior and exterior spaces for performances and special events should be considered.</i> ▫ <i>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</i> ▫ <i>More space for training and education with an emphasis on technology training in some of the spaces is desired.</i> ▫ <i>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</i>
<i>Greater Resources and Opportunities for Learning</i>	<ul style="list-style-type: none"> ▫ <i>Additional computers with expanded access time available is desired.</i> ▫ <i>Technology for previewing audio books, video, DVDs and CDs is desired.</i> ▫ <i>Expansion of programs for teens and a special program room for children should be considered.</i>
<i>Partner with other Public, Private and Non-Profit Organizations</i>	<ul style="list-style-type: none"> ▫ <i>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.</i> ▫ <i>Need to explore partnering opportunities fully, ranging from programs to</i>

Executive Summary

Key Issues and Findings

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
-

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.

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 - d. Staff Workshops
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Appendix

History and Culture of Los Gatos

Los Gatos is one of Santa Clara County’s oldest communities. In 1840, the Mexican government granted a land patent for a 6,600–acre rancho to Sebastian Peralta and Jose Hernandez. Los Gatos was originally named *La Rinconada de Los Gatos* (Cat’s Corner) by early settlers due to the screams of mountain lions prowling in the night. In 1868, 100 acres of the rancho was selected as a town site. The Town was incorporated in 1887, and by 1890 the Town’s population had grown to 1,652. When the first General Plan was adopted in 1963, the Town had grown to an area of approximately 4,000 acres, or 6.3 square miles, with a population in excess of 11,750. At the time the first General Plan was revised in 1971, the Town had grown to an area of 9 square miles with a population of 24,350. In 1984, Los Gatos covered approximately 10 square miles and had a population of 27,820 persons. Today, the Town population is estimated to be 28,592 in a 14 square mile area. While most of the growth through the 1970’s was due to new development, most of the growth in the 1980’s and 1990’s was due to annexations, in-fill development, and changing demographics.

The Town originally developed at a distance from other population centers and therefore evolved as an independent community having residential, commercial, and industrial areas. The economics of the Town have changed from the wheat farming, milling, logging, orchard, and cannery business in the 19th and early 20th centuries to the suburban, “high tech,” visitor destination businesses of today. The railroad also played a major role in the growth and development of the Town, Los Gatos was either the terminus of the railroad or the transition point from standard to narrow gauge at more than one time during the railroad’s operation. The climate and easy access by rail from San Francisco made Los Gatos an early tourist destination. Today, the Town is situated within the largest metropolitan area of northern California, an is closely tied to Silicon Valley and its fast paced economy. Los Gatos, however, retains a mix of residential, commercial and light industrial uses, still attracts visitors, and continues to retain its small town image.

Los Gatos prides itself as a “self contained community.” Over 300 businesses serve the residents and act as a destination point for visitors who are attracted to its restaurants, hotels, and variety of shops in a pedestrian oriented downtown setting. The Town is also an “inclusive” community with the full mix of ages, family sizes, and incomes. Los Gatos has many parks and greenbelt areas, as well as a vibrant downtown area. Downtown Los Gatos is listed on the Nation Register of Historic Places and is the model of what communities strive to achieve in a downtown.

Civic Center Timeline

1887 – 1889	Council Met In Private Home Of Justice A. E. Wilder
1889 – 1895	Basement Of Commercial Bank Building; Corner Of Main And Montebello Way
1895 – 1913	Moved To Site Of The Present Day Recreation Department And Methodist Church Parking Lot

Appendix

History and Culture of Los Gatos

*History
Library Timeline*

1913 – 1965		South Side Of East Main Street East Of Pageant Way (Present Day Site)
1966		Old City Hall Torn Down In 1965 To Be Replaced By New Civic Center
		
1898 (3/4)		Los Floral Society Turns Its Assets Over For A Reading Room In L.A. Wilder Store On The South Side Of Main Street.
1901		Los Gatos Receives A \$10,000 Carnegie Grant For A New Library Building.
1903		Carnegie Library Opens On University Avenue.
		
1954		Deemed Unsafe, The Carnegie Building Is Closed. Library

Appendix

History and Culture of Los Gatos

	Moves To American Legion Building On East Main Street. University Street Lot Is Sold To The Episcopal Church For \$20,000.
1966	Library Moves To Current Location In New Civic Center Complex
1989	Library Closes For Repairs After Loma Prieta Earthquake

Community Profile

Overview

Los Gatos is located 60 miles southeast of San Francisco in Santa Clara County California. Nestled at the base of the Santa Cruz Mountains, the town is 10 miles South of San José and this is the closest metropolitan city. Incorporated in 1887, Los Gatos is located on 12.5 square miles where median home price near 1 million dollars. It has been identified as one of Silicon Valley’s most desirable places to live.

The name Los Gatos comes from the original ranch established in 1839 by a Mexican land grant and named El Rancho Rinconda de Los Gatos. In 1860, the first hotel was opened to provide a stage stop on the toll road between San José and Santa Cruz. Like much of the Santa Clara Valley area, Los Gatos has strong agricultural roots in fruit orchards.

Los Gatos developed as a complete community with its own residential, industrial, and business elements because of its isolation from other cities. This blend maintains its small-town atmosphere and well-balanced, human scale feel. The variety of terrain within the town creates microcosms of natural experiences providing a strong connection between the historic town and its natural surroundings. Preserving the small town and historic character in the town is a priority of the community.

Los Gatos has one of the lowest crime rates in the Bay Area, and has a strong relationship with Town and local law enforcement. Community support extends even further with a large volunteer effort of community members in the Los Gatos Police Department.

Business Community

The “complete community” of Los Gatos creates a self-sufficient environment. Restaurant and retail makes up much of downtown. There is a large variety of professions represented. Service providers make up the majority of business within the town. Almost 20,000 residents of the 28,592 living in Los Gatos are employed. Much of the town’s prosperity is dependent on the economic health of the Silicon Valley region. In recent years, an economic downturn has affected the high-tech sector and subsequently the entire business climate of the area.

Los Gatos’ major employers are Community Hospital, Los Gatos Union

Appendix

Community Profile

	<p>School District and Los Gatos-Saratoga School District, Safeway, Town Government , the U.S. Post Office and the communication company Verizon.</p>
<p><i>Education</i></p>	<p>The Town of Los Gatos is served by five school districts for their public school needs, Campbell Union, Los Gatos-Saratoga, Loma Prieta Joint Union, Lakeside, and Los Gatos Union. Located in town are Los Gatos High School, fisher Middle School, Blossom Hill, Van Meter, and Alta Vista elementary schools. All the schools are recognized for high academic standards. There are also ten local private schools in the area and three cooperative pre-schools.</p>
<p><i>Higher Education</i></p>	<p>There are no higher education facilities within Los Gatos, but West Valley Community College and San José State University, that offer educational and cultural enrichment courses, are located nearby.</p>
<p><i>Los Gatos Parks and Open Space</i></p>	<p>Los Gatos is surrounded by areas of natural beauty. Proximity to the Santa Cruz Mountains and open space areas provide many opportunities for leisure and recreation. The Town Park system provides neighborhood parks, regional park sites and the Los Gatos Creek Trail. The Recreation Department offers stables and trails for its Pony League as well as the Los Gatos Rowing Club, a Tennis and Swim facility, and several trail systems for hiking and biking. A chapter of the Fifty Plus Fitness Walk and Runs meets monthly in town. Vasona Park offers lake activities and boat rentals. The Town’s proximity to Santa Cruz offers access to beaches and the world famous Santa Cruz Boardwalk. The town is dedicated to preserving its open space and protecting endangered plant and animal species.</p>
<p><i>Museums</i></p>	<p>The Town of Los Gatos has two museums; Forbes Hill Museum of Regional History and Los Gatos Museum of Art and Natural History. Both offer local town historical displays as well as Art exhibits.</p>
<p><i>Commissions and Committees</i></p>	<ul style="list-style-type: none"> ▫ The Architectural Standards Committee reviews and makes recommendations to the Planning Commission concerning a wide variety of proposed changes to Town design standards for private development. Four members are appointed for annual terms ▫ The Arts Commission encourages the development of art, drama, music, and other creative activities in the Town of Los Gatos. Nine members are appointed for three-year terms. ▫ Board of Appeals hears appeals of Building Regulations. Five members are appointed for two-year terms. ▫ Community Services Commission insures that the goals and objectives of the Human Services Element to the General Plan are implemented by regularly assessing the housing and human service needs of the community. Nine members are appointed for three-year terms and two student members are appointed for one-year term beginning October 1. ▫ Conceptual Development Advisory Committee advises a prospective applicant of whether his project is consistent with Town policy prior to

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Community Profile

- initiating an expensive and time-consuming development review process. The committee is comprised of three Planning Commissioners and two Council members.
- The Development Review Committee is comprised of seven members, the Directors from Parks and Public Works, Planning Department, Police Department and Central Fire Department.
 - General Plan Committee reports to, consults with and provides assistance to the Planning Department and Town Council on all matters relating to the General Plan or any specific Plan. The committee is comprised of eleven members, three of which are members from the Planning Commission, two of the Town Council, two from the Planning Department, one from the Community Services Commission, one owner of business property, and two residents of the Town.
 - Historic Preservation Committee advises the Planning Commission concerning major matters pertaining to historic preservation issues and determines approval for minor exterior alterations to a historic structure. The five-member committee is comprised of two Planning Commissioners and three citizens interested in historic preservation.
 - Library Board is appointed by the Town Council to represent the Community in making recommendations regarding Library services. Five members are appointed for three-year terms.
 - Parks Commission advises in all matters pertaining to public parks, grounds, street trees, and Town beautification, and to cooperate with other governmental agencies and civic groups in the advancement of sound planning and programming for parks, urban forestry, and beautification.
 - The commission is composed of nine members appointed for four-year terms and two student members appointed for a one-year term.
 - Transportation and Parking Commission has recently been formed to address boarder transportation and parking issues in the town.
 - Personnel Board has been established to hear appeals submitted by any person in the competitive service relative to any disciplinary action or alleged violation of the ordinance and to certify its findings and recommendations.
 - The Board concerns itself with any personnel matter brought to its attention by any member of the competitive service or referred to it by the Personnel Officer. Five members are appointed for five-year terms.
 - Planning Commission performs such duties and exercise such powers and authorities with regard to planning, zoning, zoning administration, and other land use regulatory controls as are prescribed by ordinance and state law. Seven members are appointed for four-year terms.
 - Redevelopment Advisory Committee assists the Redevelopment Agency on decisions dealing with the Redevelopment program. Seven members are appointed for four-year terms.
 - Rent Advisory Committee regularly reviews the Rental Mediation Ordinance and Regulations and recommend changes needed to meet new conditions and to respond to the changing community environment. Five

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Community Profile

members are appointed for three-year terms.

Appendix

Demographic Information**Total Population ¹**

	1990	2000	2025
Los Gatos	27,357	28,592	32,500

Persons Per Household ¹

	1990	2000	2025
Los Gatos	2.39	2.33	2.38

Households ¹

	1990	2000	2025
Los Gatos	11,323	11,988	13,360

Employed Residents ¹

	1990	2000	2025
Los Gatos	18,234	19,725	22,092*

Total Jobs ¹

	1990	2000	2025
Los Gatos	17,650	19,490	24,750

Los Gatos Job Type Statistical Breakdown ¹

	1990	2000	2025
Agriculture and Mining	140	130	100
Manufacturing and Wholesale*	1,540	1,520	1,840
Retail	2,370	2,630	3,330
Services*	9,620	11,240	14,050
Other	3,980	3,970	5,430

* High technology jobs are counted in Manufacturing. Business Services jobs are counted in Services.

Mean Household Income

	1990	2000	2025
Los Gatos	\$ 115,900	\$ 165,100	\$ 200,900

Population Distribution

1990			2025		
< 18	19-64	65 +	< 18	19-64	65 +

Appendix

Los Gatos	18.39%	68.76%	12.86%	not available	not available	not available
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* Data corrected from the October 2, 2002 document – stating that the number of Los Gatos Employed Residents would be 45,100 in the year 2025

Population Distribution

Los Gatos	2000 (both sexes)				
	< 20	20-24	25-29	30-49	50+
	22.6%	2.9%	5.2%	34.4%	35%

Population Breakdown by Ethnicity

Los Gatos	1990					2020				
	White	Hispanic	Asian/Pacific Islander	Black	American Indian	White	Hispanic	Asian/Pacific Islander	Black	American Indian
	86.7%	5.2%	9.5%	1.1%	0.8%					

Education

Educational Attainment of Los Gatos Residents ²	Graduate or Professional Degree	Bachelor’s Degree	Associate Degree	Some College/ No Degree
	25.3%	33.6%	7.8%	19.5%

Language

Languages Spoken at Home in Los Gatos (persons 5 years and over)²

- 17.4% of residents speak a language other than English; 5.3% of those do not speak English ‘very well’
- 3.6% speak Spanish; 1.3% of those do not speak English ‘very well’
- 7.9% speak Other Indo-European languages; 1.7% of those do not speak English ‘very well’
- 5.1% speak Asian and Pacific Island languages, 2.1% of those do not speak English “very well”

Trends

- Natural increase is becoming the most important source of population growth. Since 1990, natural increase has accounted for over 50 percent of the population growth in California.
- Both types of net migration (domestic or international) have been important to the population growth of California, but of the two, international migration has been the most important since 1970.
- Diversity is increasing at a very fast pace in California and by the year 2010 no ethnic

Appendix

- group will be in the majority (i.e., comprise more than 50 percent of the population).
- The proportion of persons 65 years and over is growing both numerically and proportionately.

Data Sources

Demographic information included in this report was obtained from:

¹ Association of Bay Area Governments (ABAG), *Projections 2002*

² U.S. Bureau of the Census, 2000 Census of Population and Housing

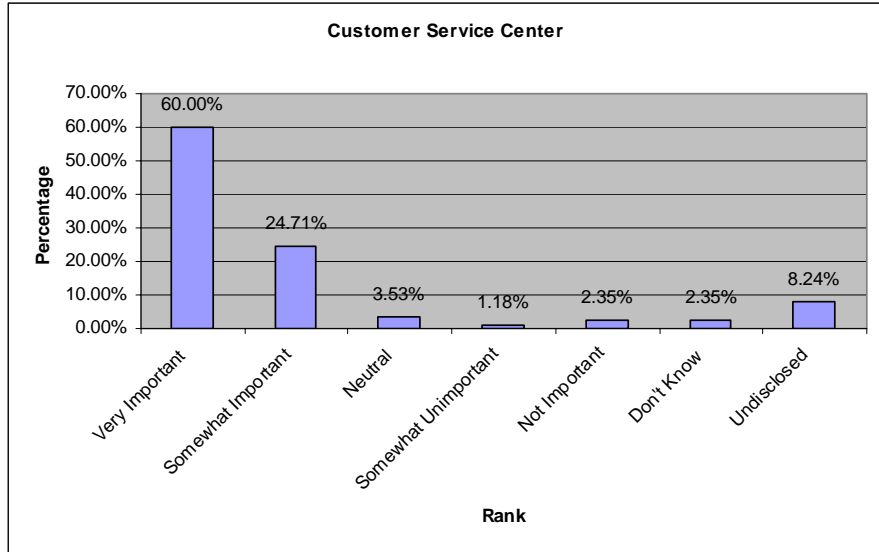
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Civic Center Questionnaire Analysis

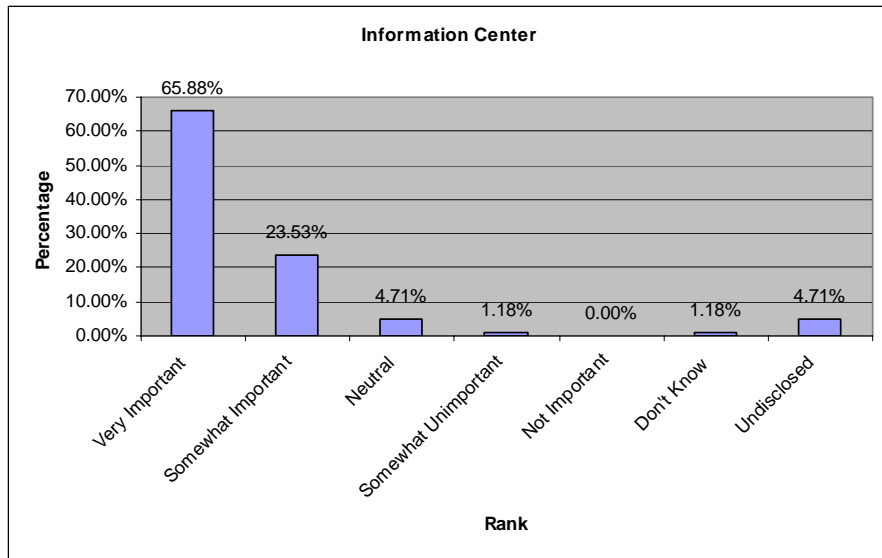
Town of Los Gatos Civic Center Questionnaire

The following have been identified as potential goals for the Town of Los Gatos Civic Center and Library:

Customer Service Center



Information Center

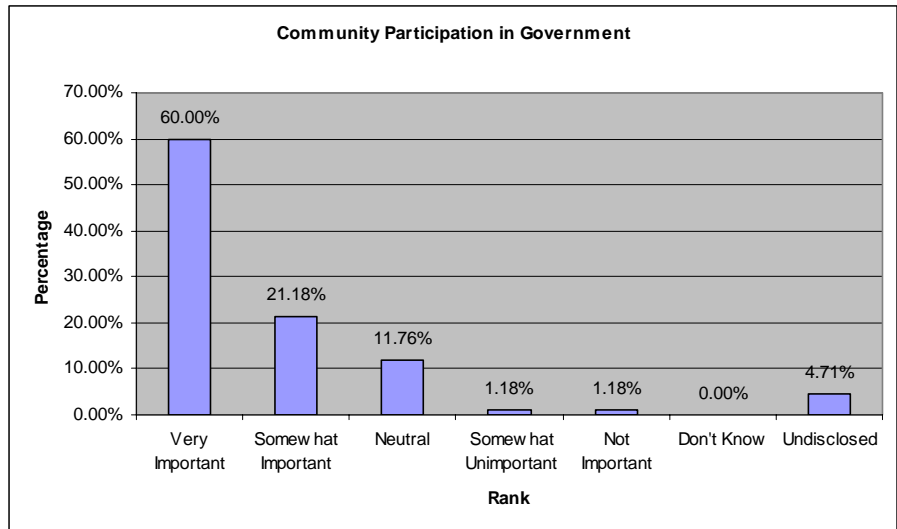


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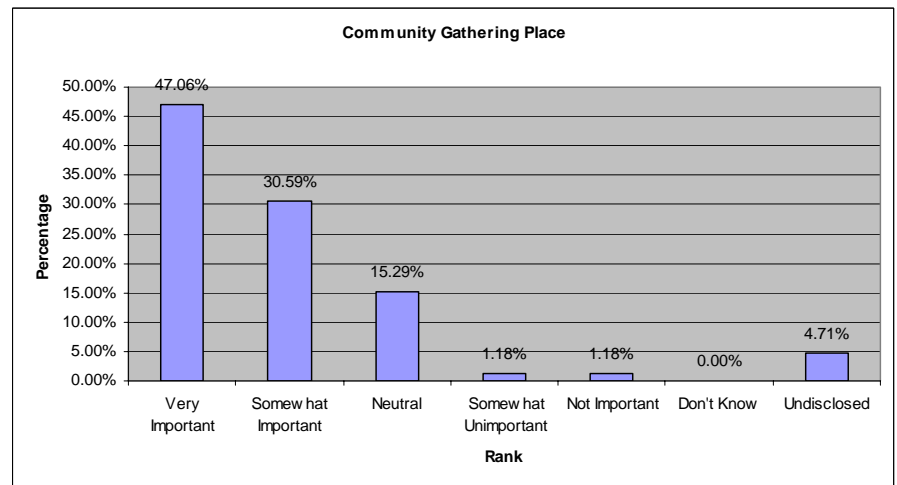
Town of Los Gatos Civic Center Questionnaire

The following have been identified as potential goals for the Town of Los Gatos Civic Center and Library:

Community Participation in Government



Community Gathering Place

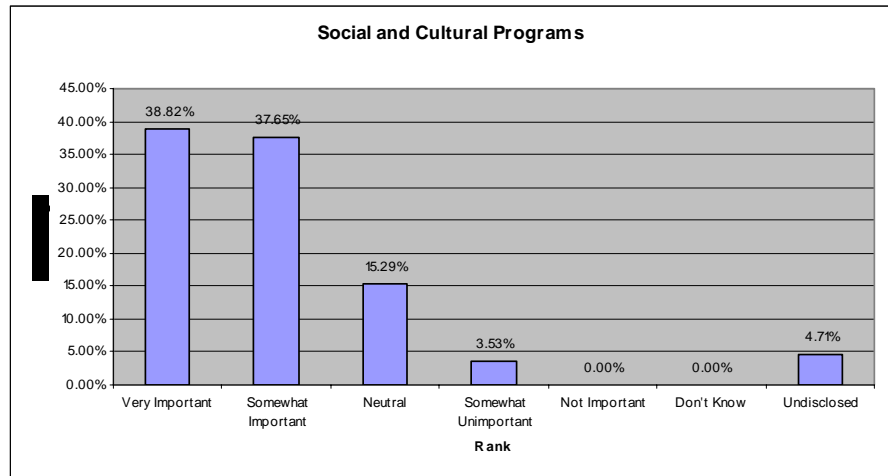


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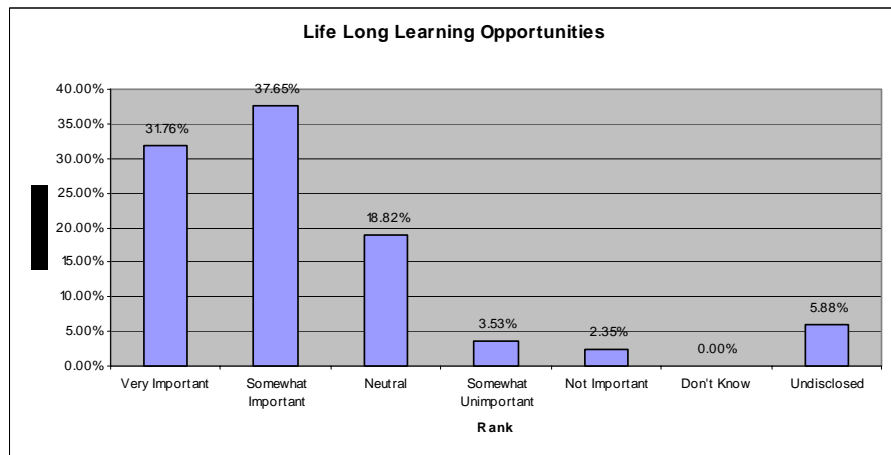
Town of Los Gatos Civic Center Questionnaire

The following have been identified as potential goals for the Town of Los Gatos Civic Center and Library:

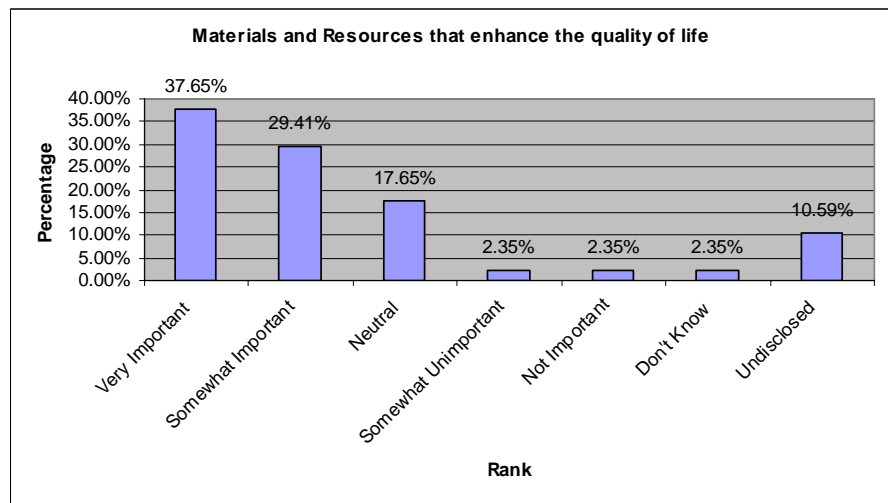
Social and Cultural Programs



Lifelong Learning Opportunities



Materials and Resources that Enhance Quality of Life

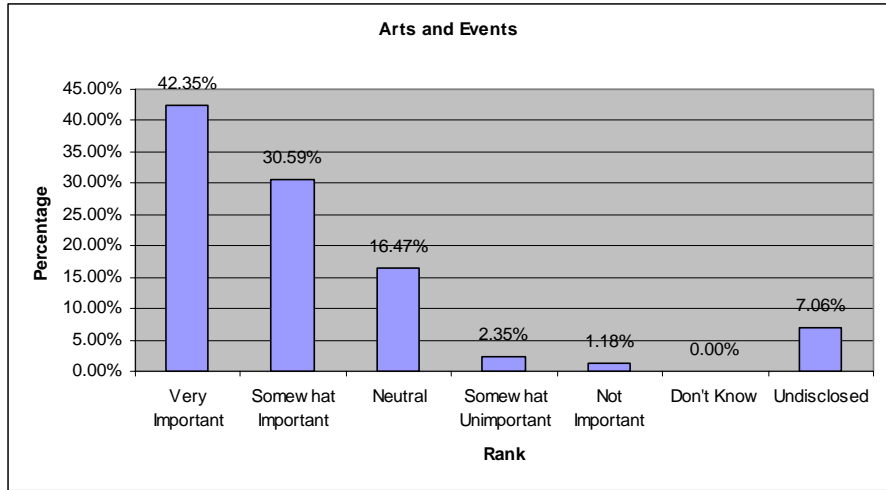


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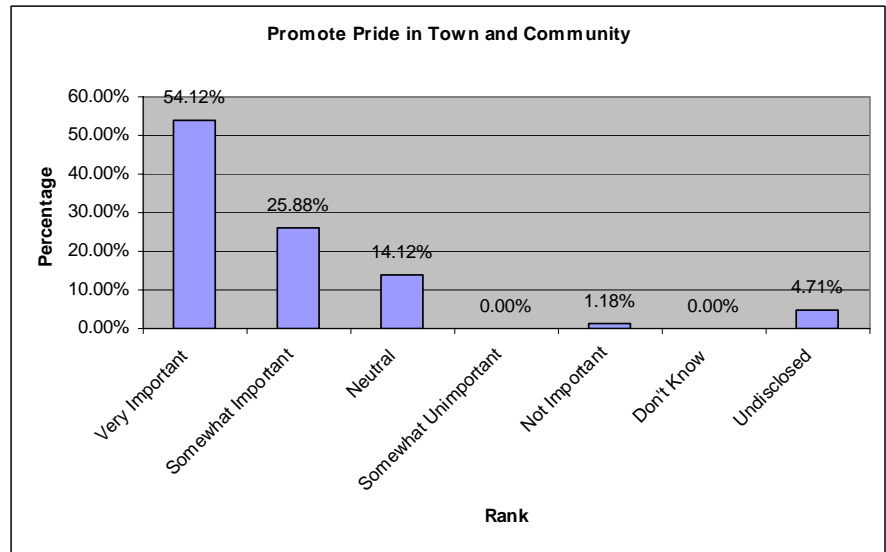
Town of Los Gatos Civic Center Questionnaire

The following have been identified as potential goals for the Town of Los Gatos Civic Center and Library:

Art and Events



Promote Pride in Town and Community

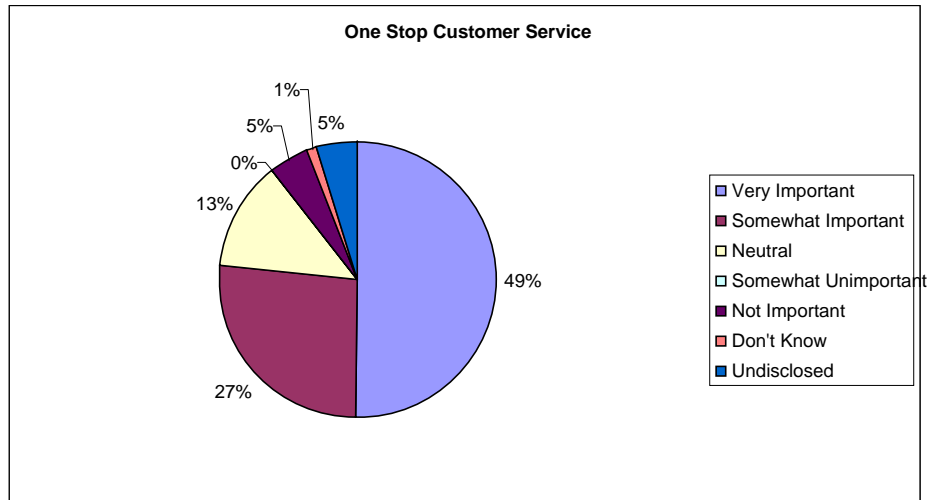


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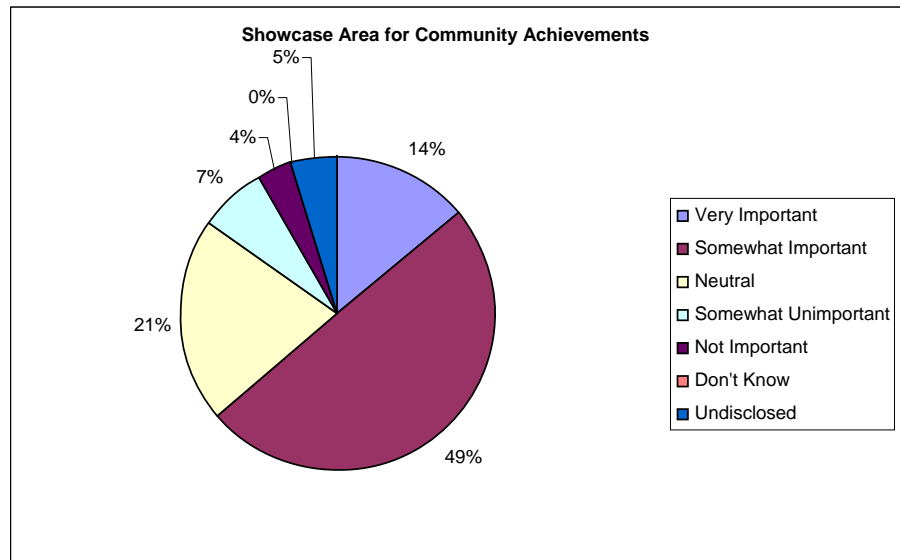
Town of Los Gatos Civic Center Questionnaire

How important is it to provide the following at the Civic Center and Library:

One Stop Customer Service



Showcase area for Community Achievements

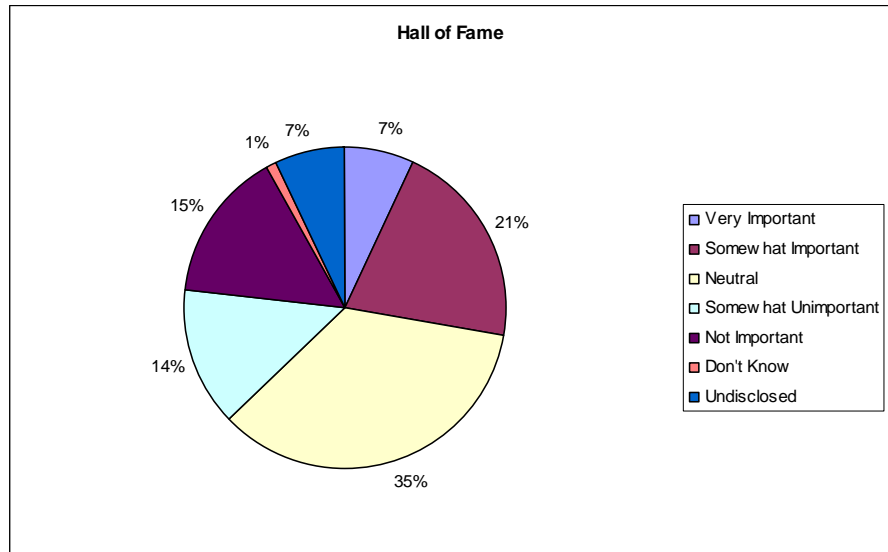


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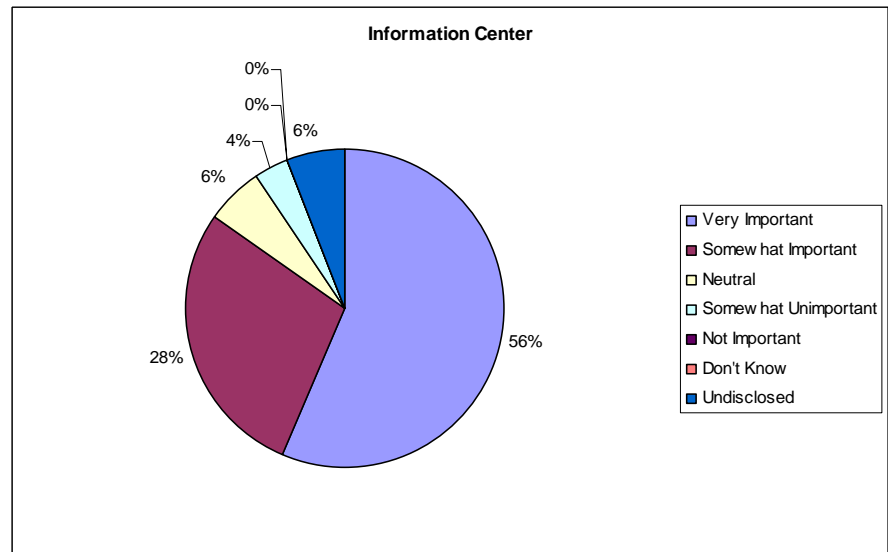
Town of Los Gatos Civic Center Questionnaire

How important is it to provide the following at the Civic Center and Library:

Hall of Fame
(sports/scholar/other)



Information Center

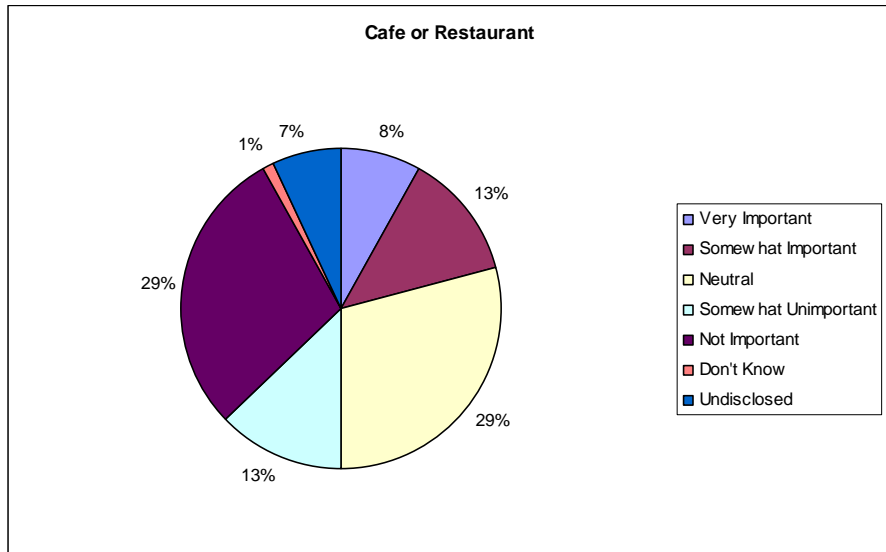


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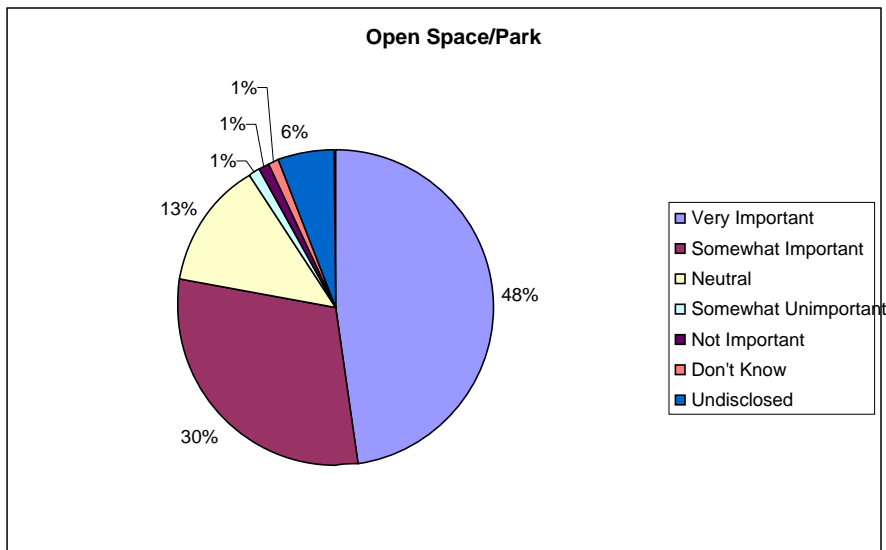
Town of Los Gatos Civic Center Questionnaire

How important is it to provide the following at the Civic Center and Library:

Café or Restaurant



Open Space/Park

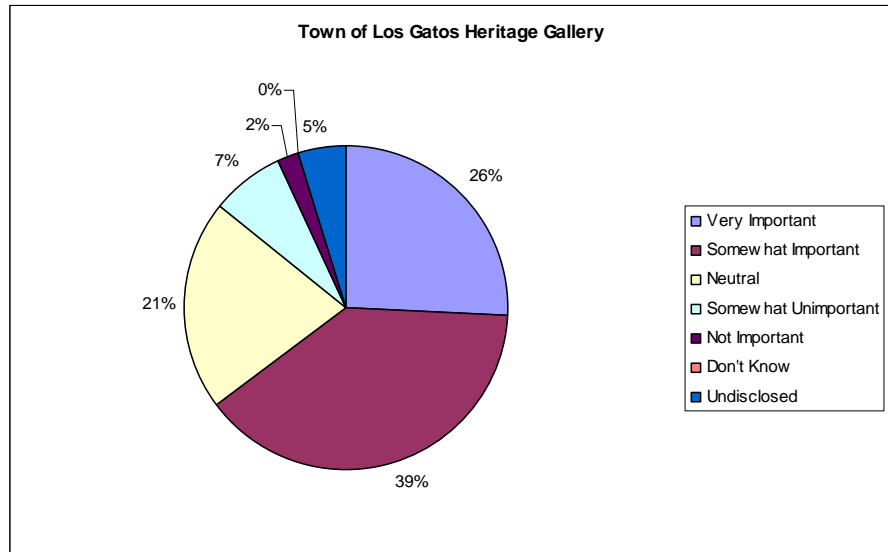


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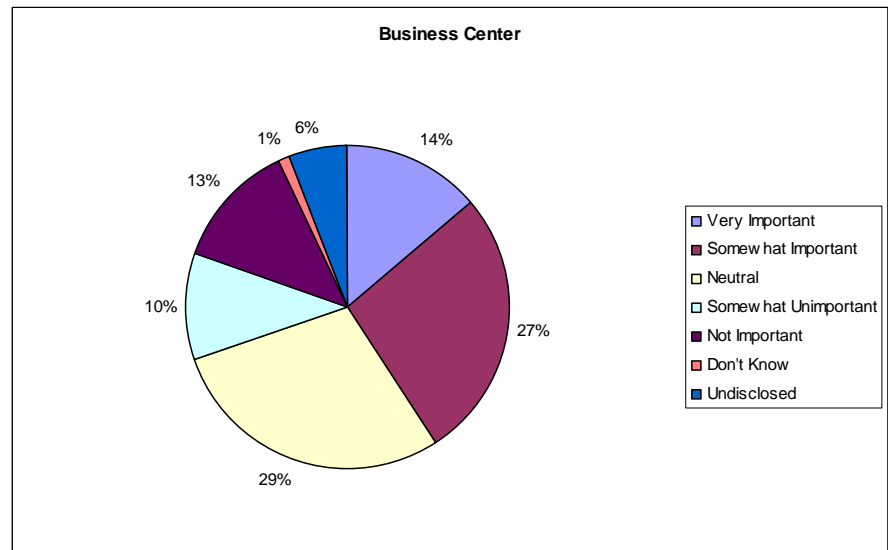
Town of Los Gatos Civic Center Questionnaire

How important is it to provide the following at the Civic Center and Library:

Town of Los Gatos Heritage
Gallery (history)



Business Center for Use by
Customers

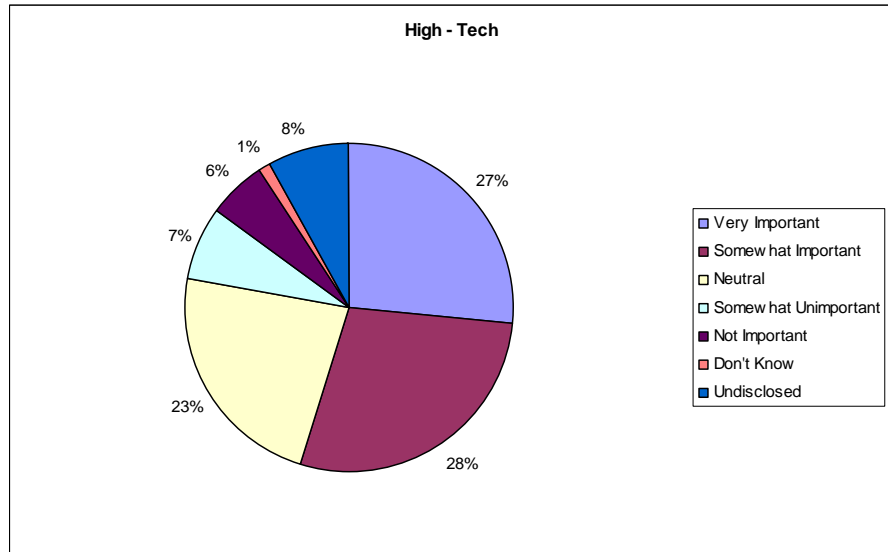


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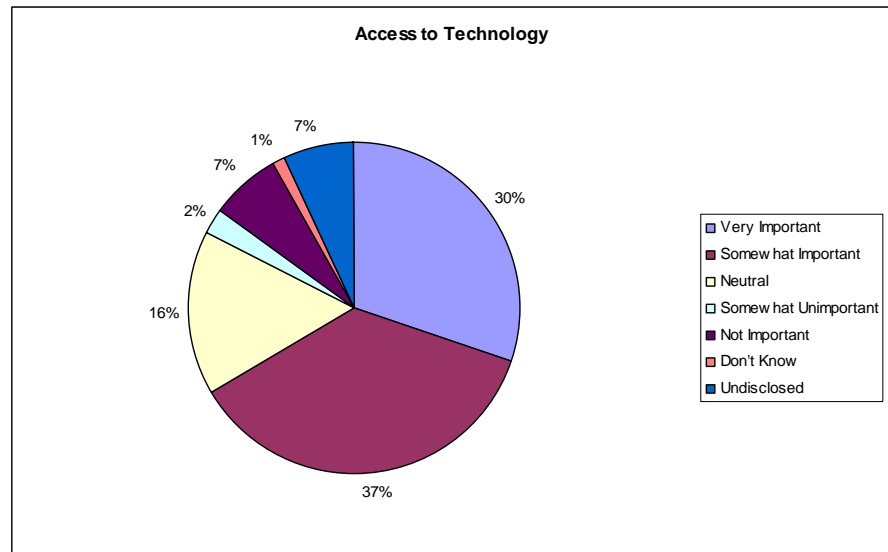
Town of Los Gatos Civic Center Questionnaire

How important is it to provide the following at the Civic Center and Library:

High-tech, Interactive Rooms
for Presentations



Access to Technology –
Computer and Classes

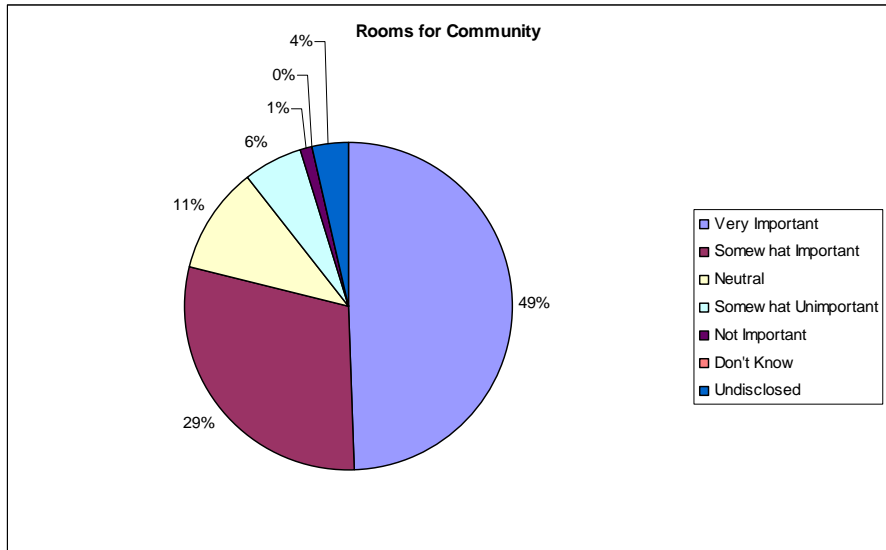


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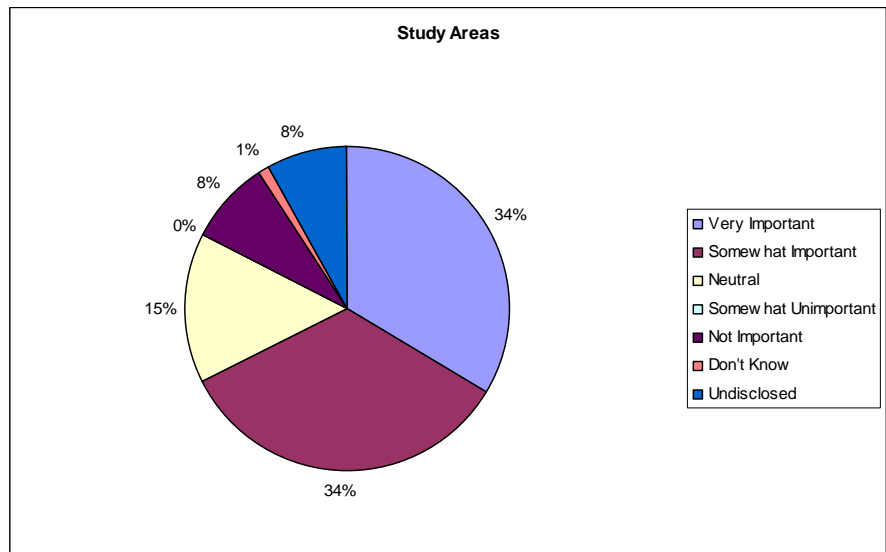
Town of Los Gatos Civic Center Questionnaire

How important is it to provide the following at the Civic Center and Library:

Rooms for Community Classes and Meetings



Study Areas

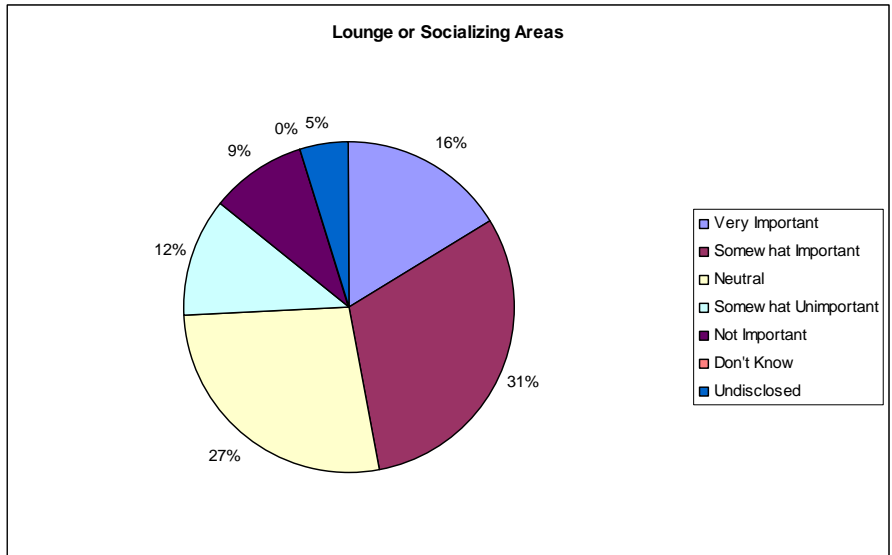


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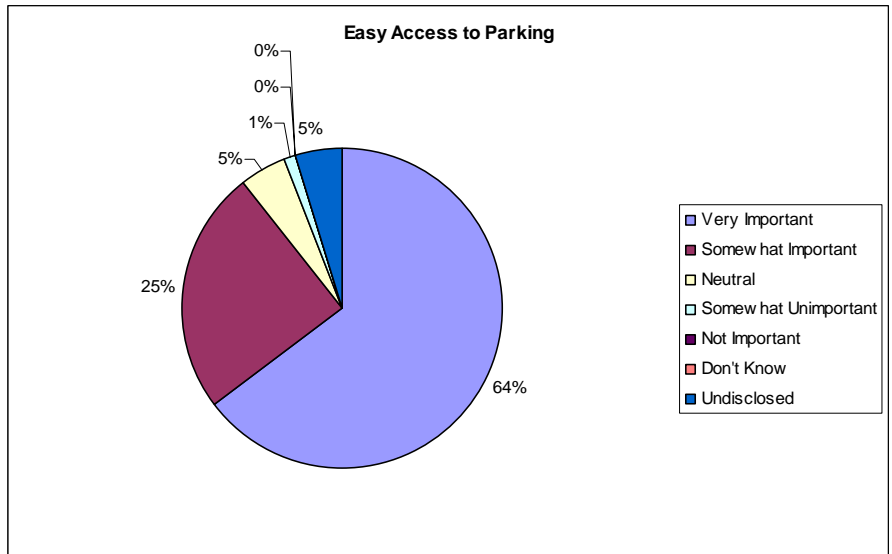
Town of Los Gatos Civic Center Questionnaire

How important is it to provide the following at the Civic Center and Library:

Lounge or Socializing Areas



Easy Access to Parking

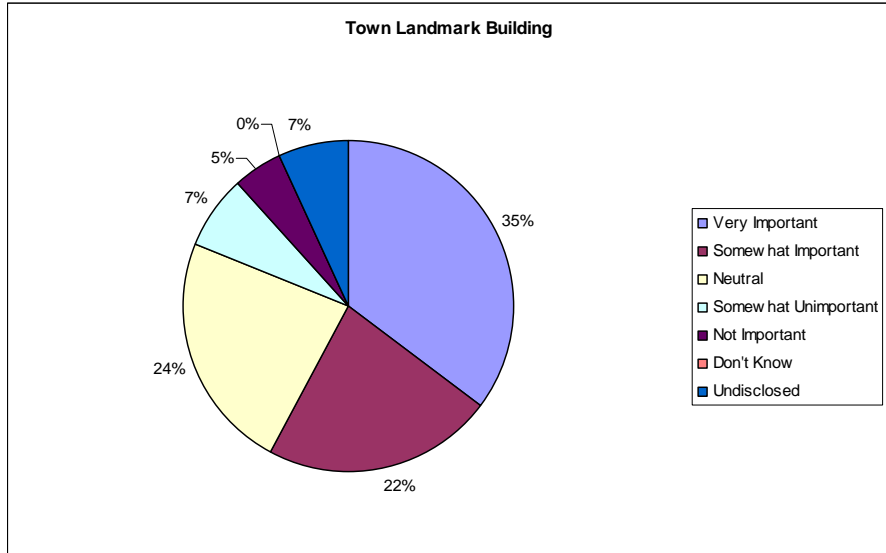


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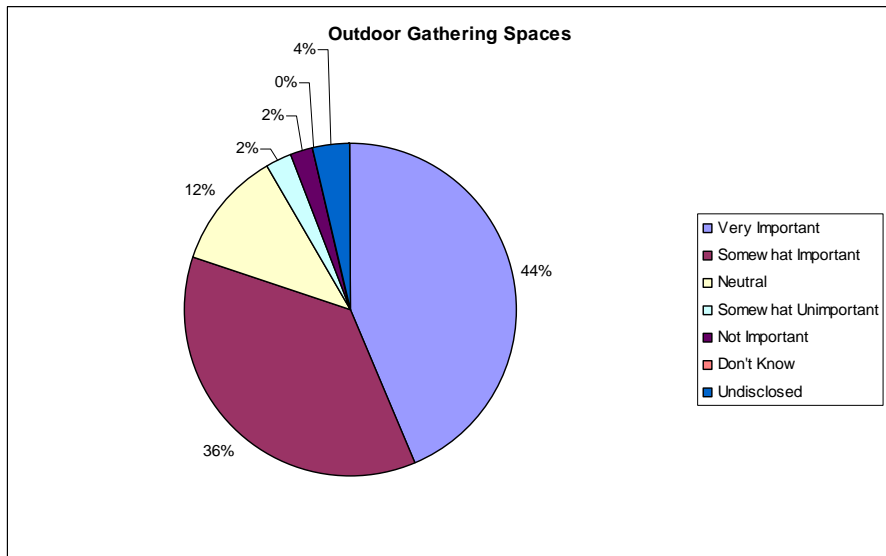
Town of Los Gatos Civic Center Questionnaire

How important is it to provide the following at the Civic Center and Library:

A Town Landmark Building



Outdoor Gathering Spaces

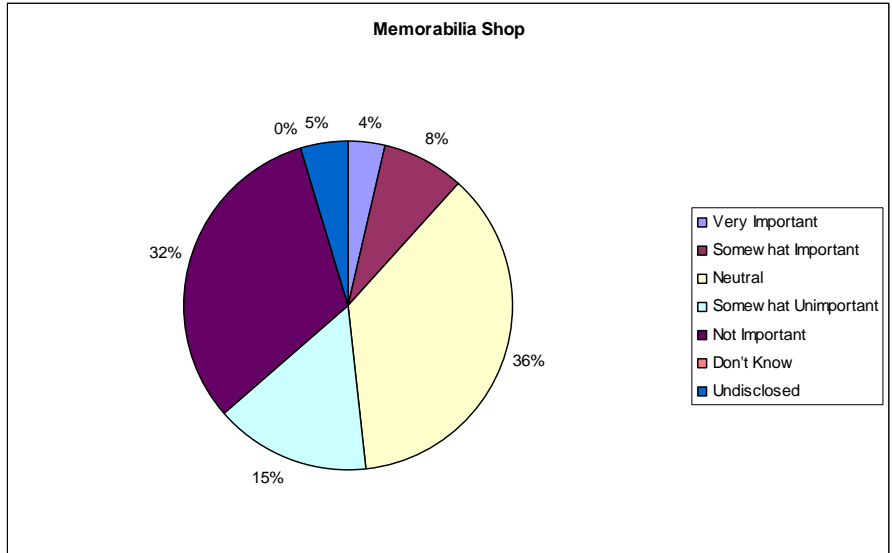


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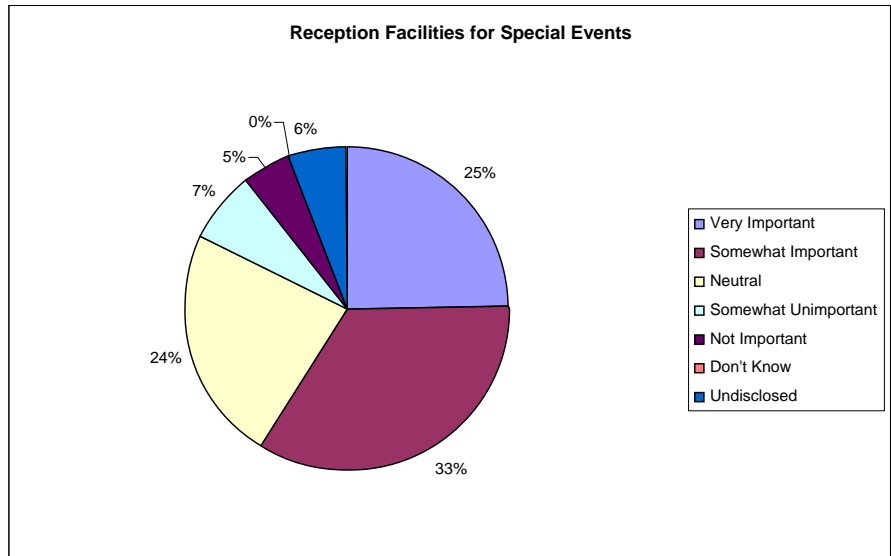
Town of Los Gatos Civic Center Questionnaire

How important is it to provide the following at the Civic Center and Library:

Memorabilia Shop



Reception Facilities for Special Events

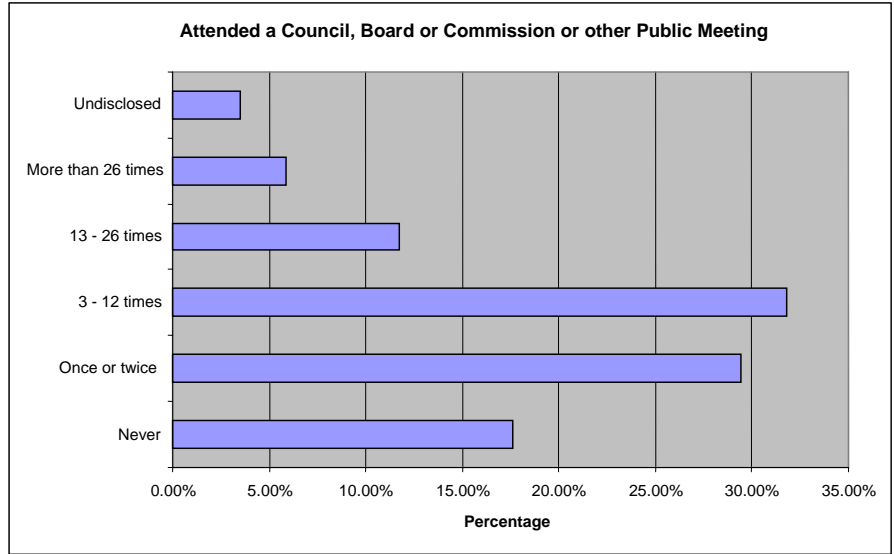


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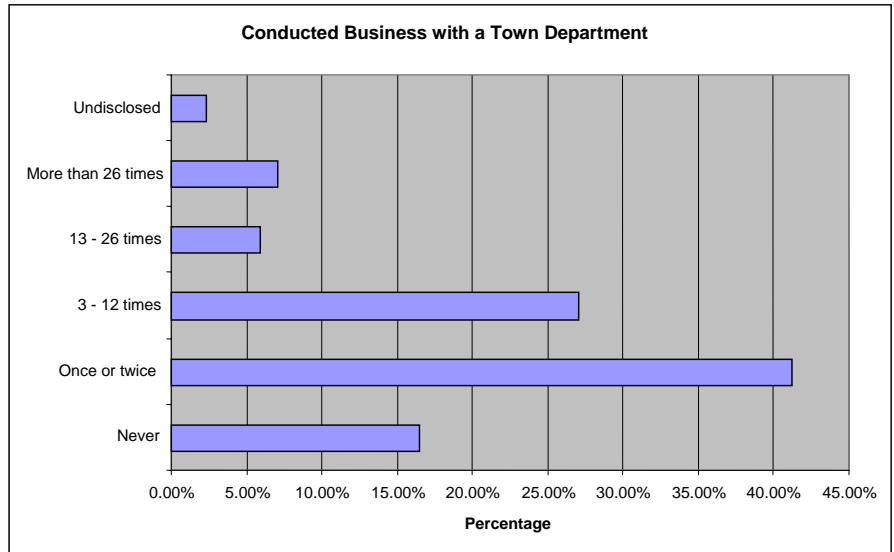
Town of Los Gatos Civic Center Questionnaire

In the last 12 months, about how many times, if ever, have you or other household members done the following things:

Attended a Council, Board or Commissioner other Public Meeting



Conducted Business with a Town Department

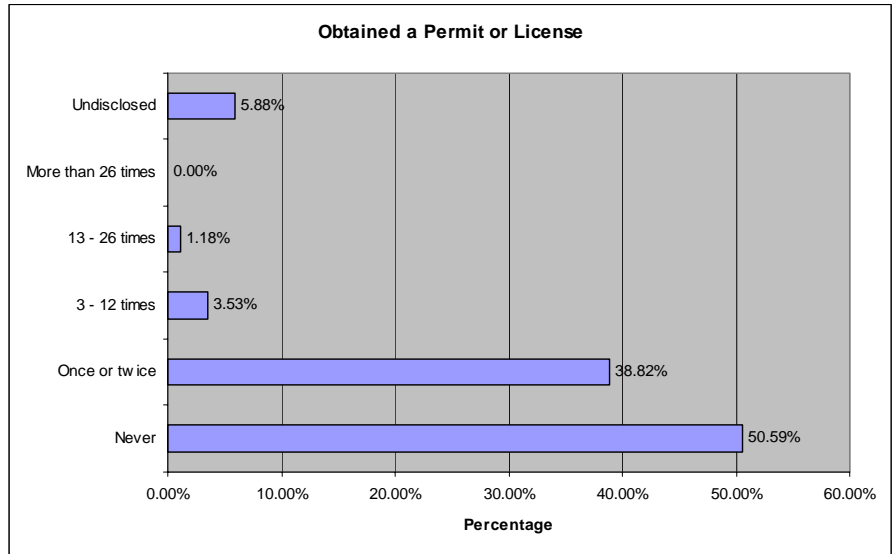


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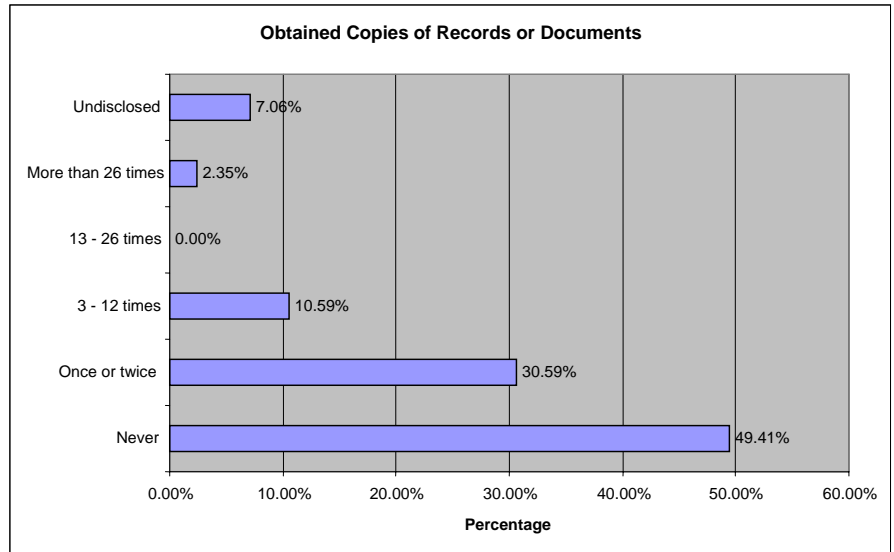
Town of Los Gatos Civic Center Questionnaire

In the last 12 months, about how many times, if ever, have you or other household members done the following things:

Obtained a Permit or License



Obtained Copies of Records or Documents

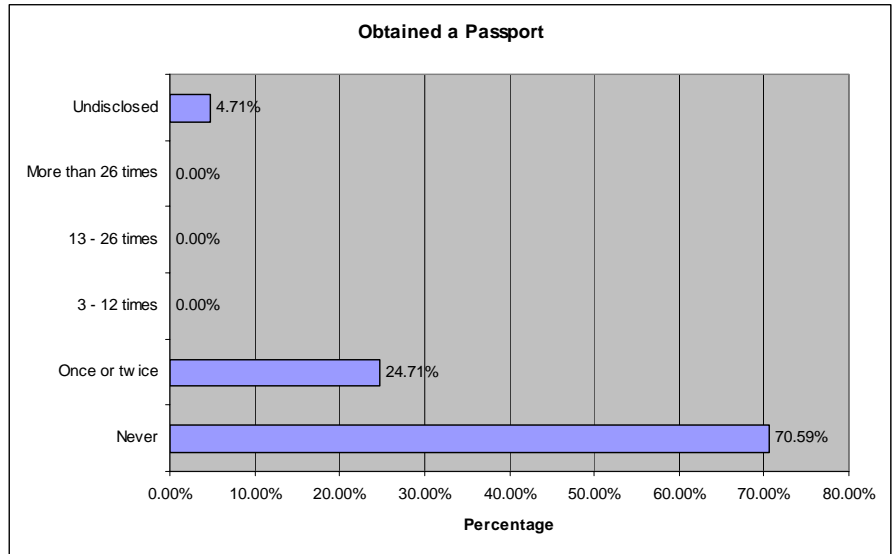


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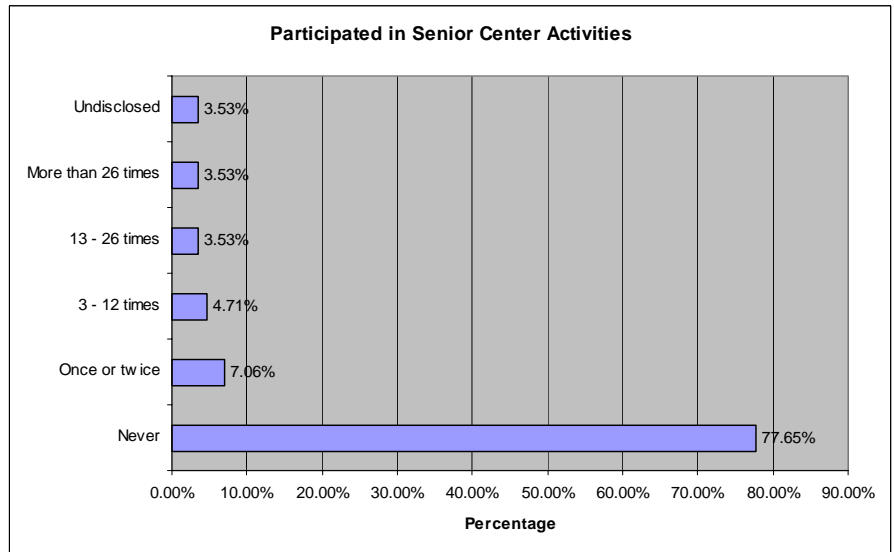
Town of Los Gatos Civic Center Questionnaire

In the last 12 months, about how many times, if ever, have you or other household members done the following things:

Obtained a Passport



Participated in Senior Center Activities

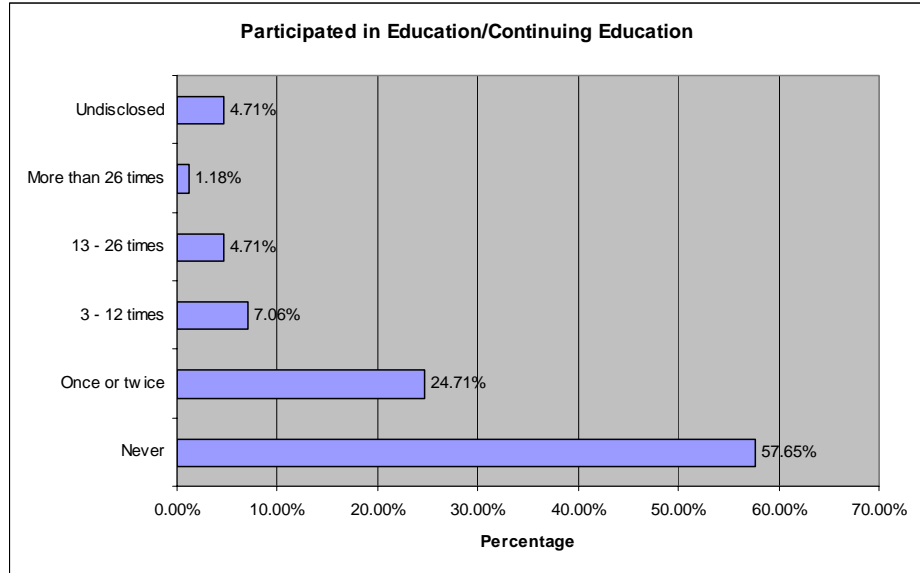


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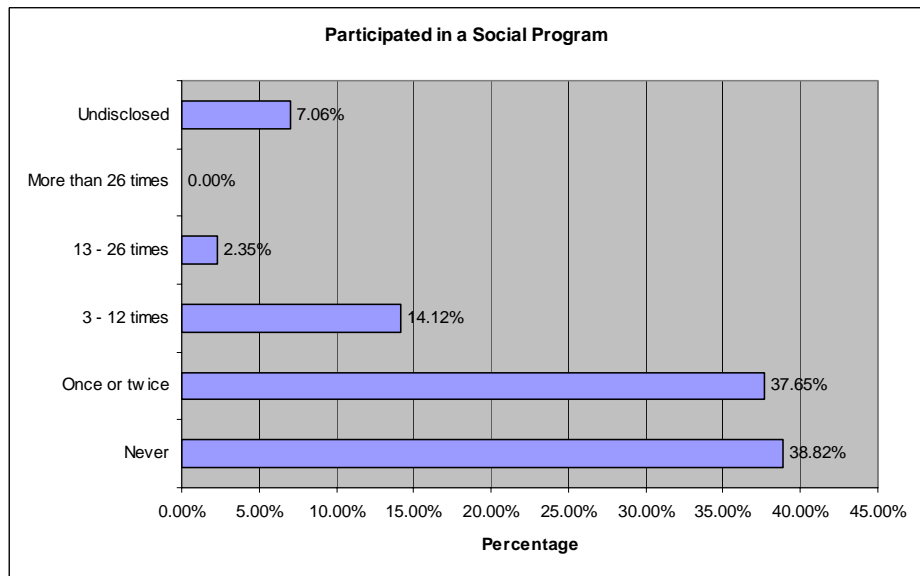
Town of Los Gatos Civic Center Questionnaire

In the last 12 months, about how many times, if ever, have you or other household members done the following things:

Participated in Education/Continuing Education



Participated in a Social Program

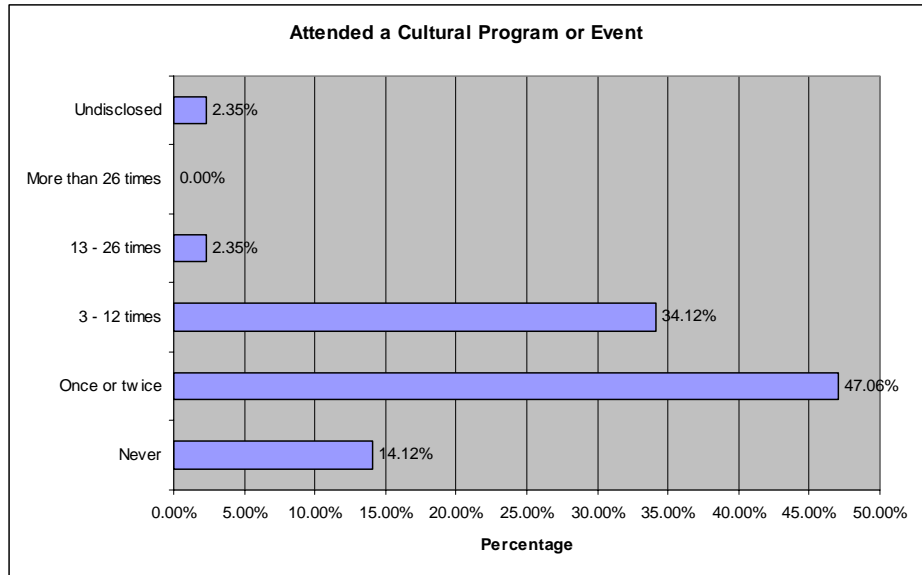


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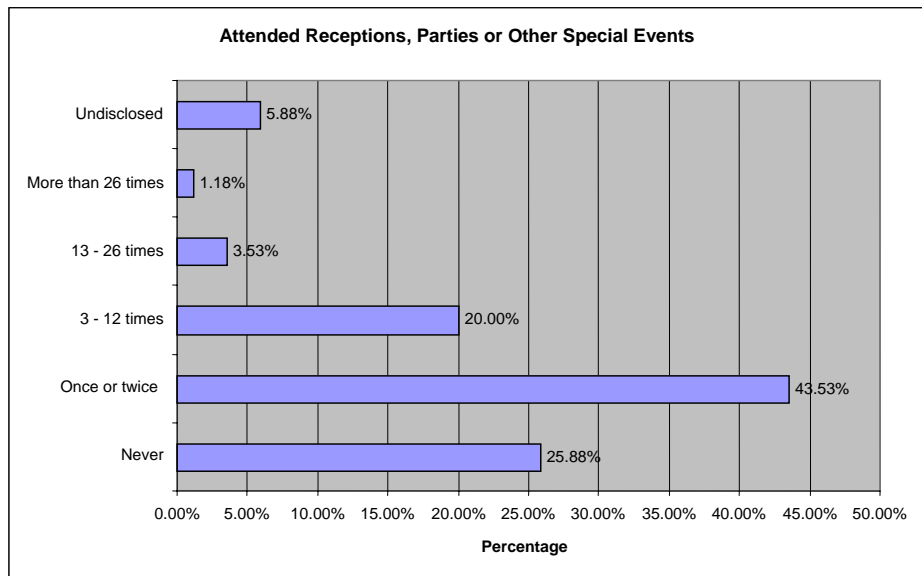
Town of Los Gatos Civic Center Questionnaire

In the last 12 months, about how many times, if ever, have you or other household members done the following things:

Attended a Cultural Program or Event



Attended Receptions, Parties or Other Special Events

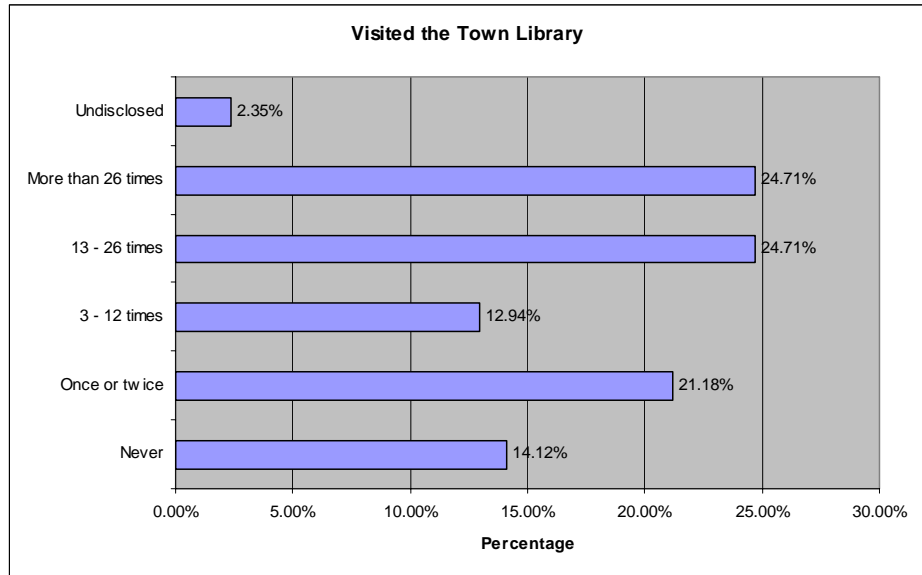


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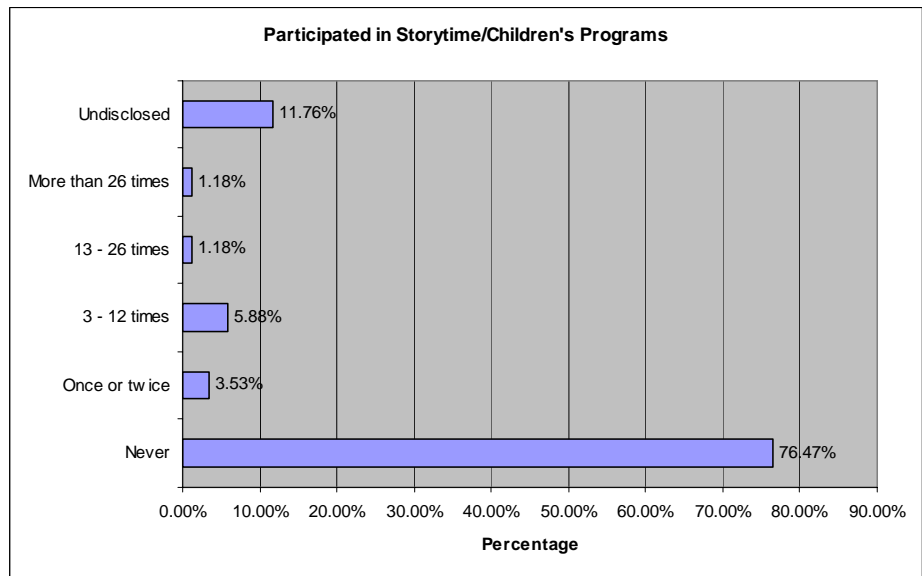
Town of Los Gatos Civic Center Questionnaire

In the last 12 months, about how many times, if ever, have you or other household members done the following things:

Visited the Town Library



Participated in Storytime / Children's Programs

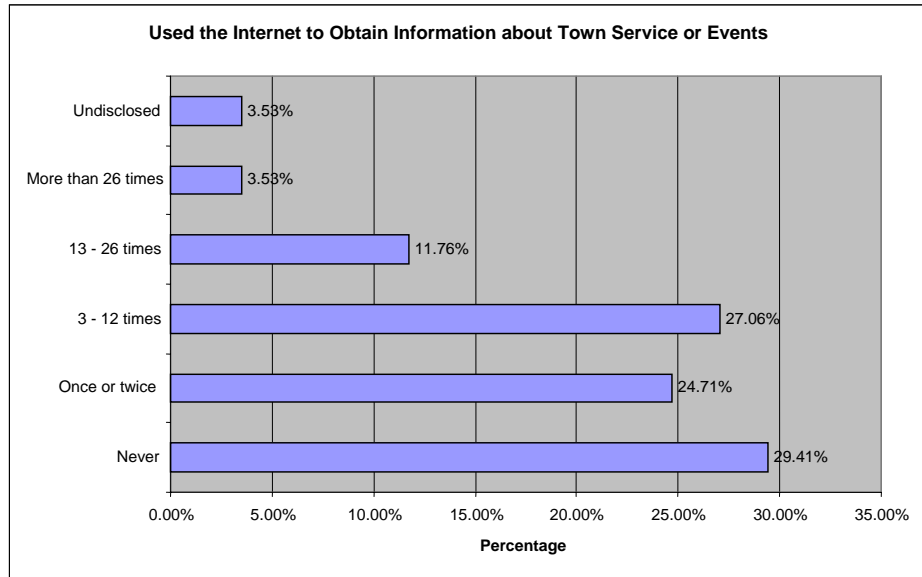


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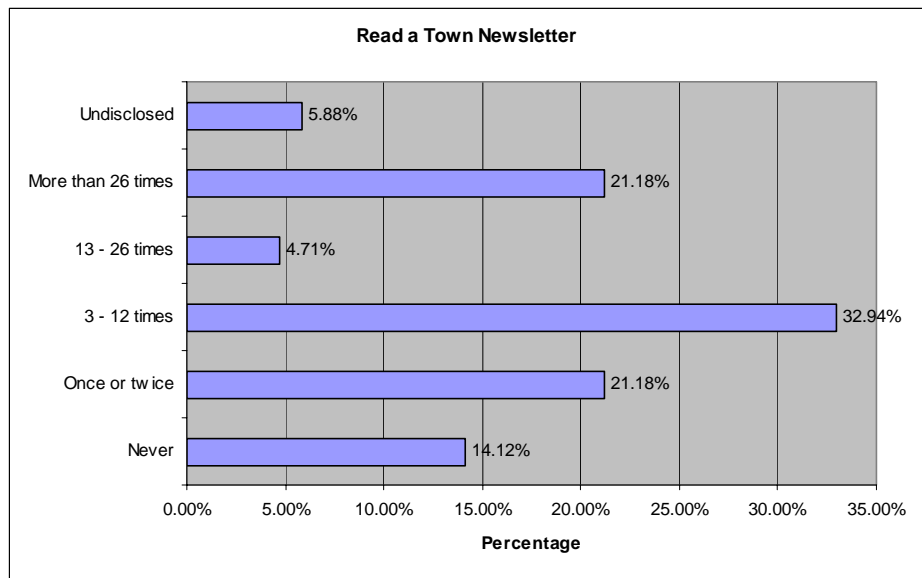
Town of Los Gatos Civic Center Questionnaire

In the last 12 months, about how many times, if ever, have you or other household members done the following things:

Used the Internet to Obtain Information about Town Services or Events



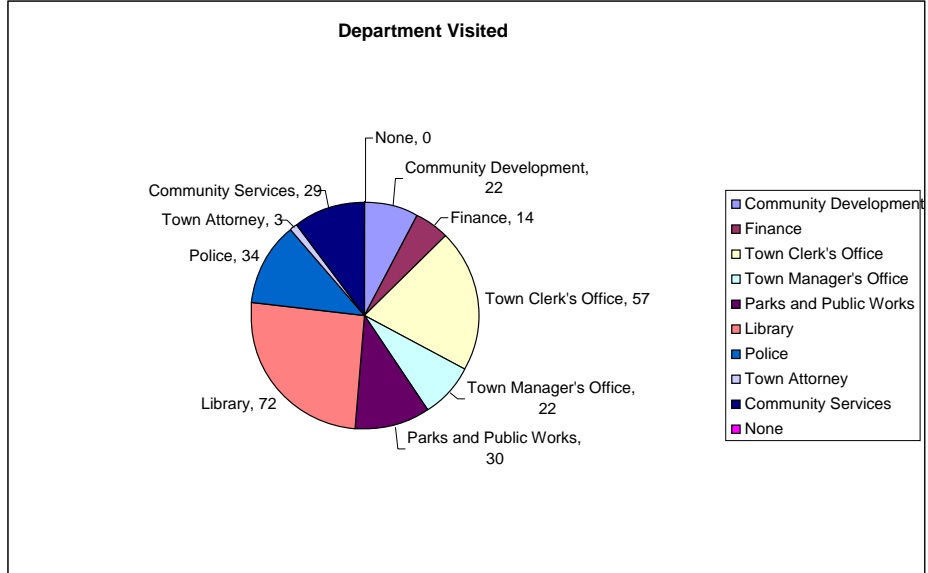
Read a Town Newsletter



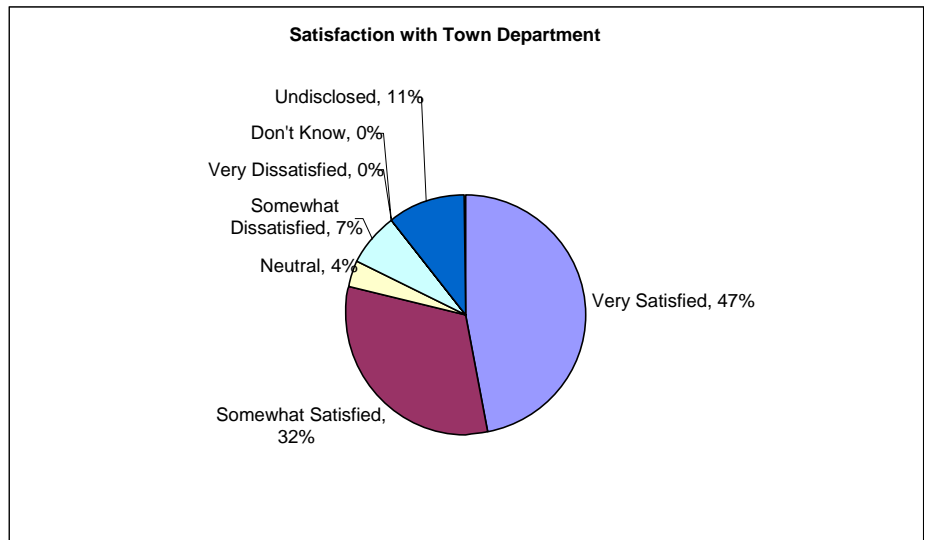
Appendix

Town of Los Gatos Civic Center Questionnaire

In the last 12 months, which departments in the Civic Center have you visited:



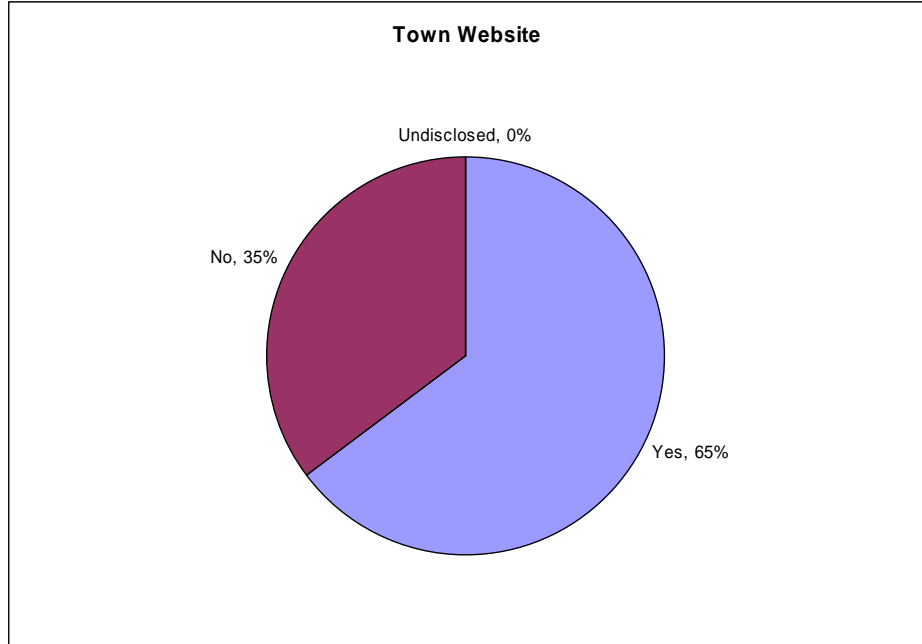
If you have received services from Town department in the last 12 months, how satisfied were you with the quality of services you received?



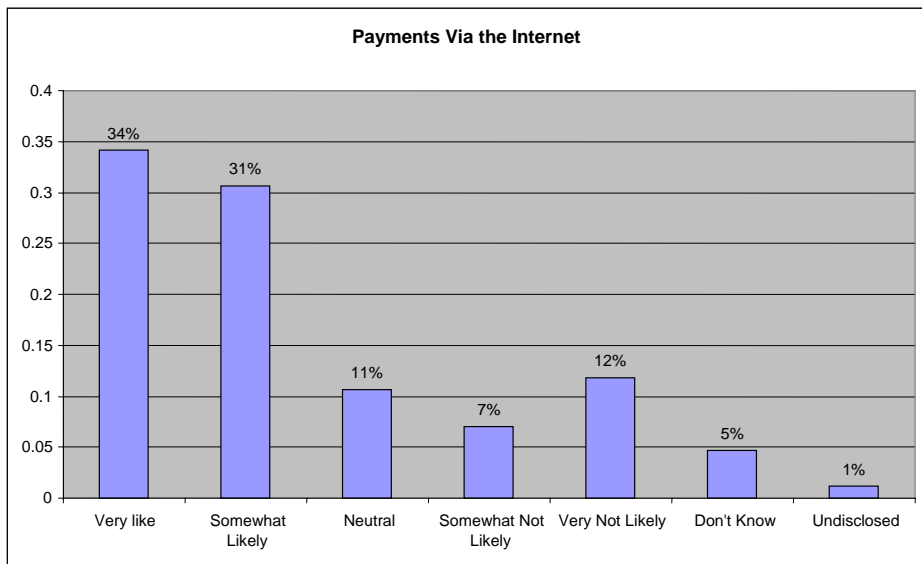
Appendix

Town of Los Gatos Civic Center Questionnaire

Have you, or a member of your household, accessed the Town website within the last 12 months?



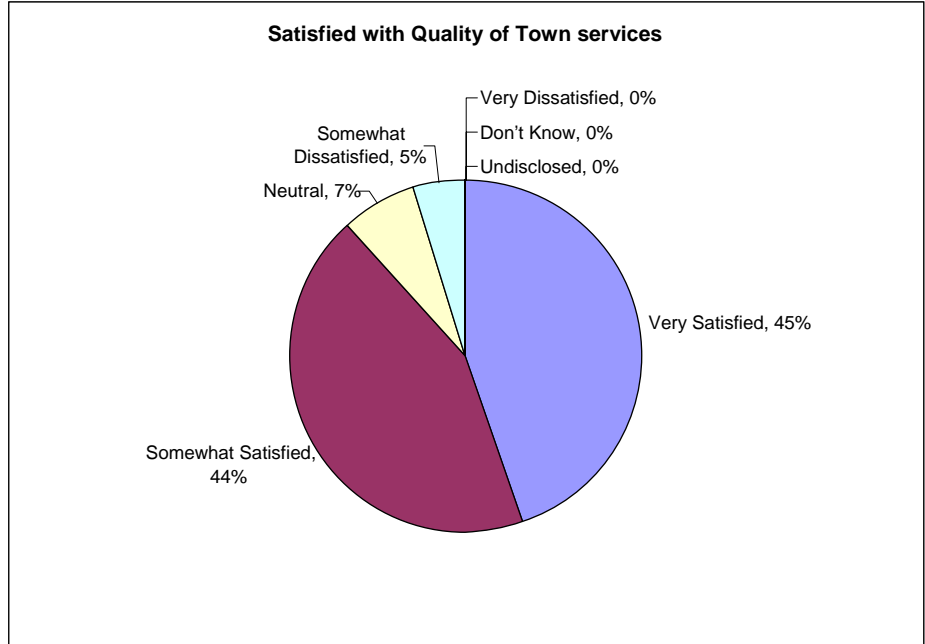
If available, how like would you be to make payments for services provided by the Town or conduct other Town business via the internet? (e.g. pay for permits, obtain business licenses, register for activities, etc.)



Appendix

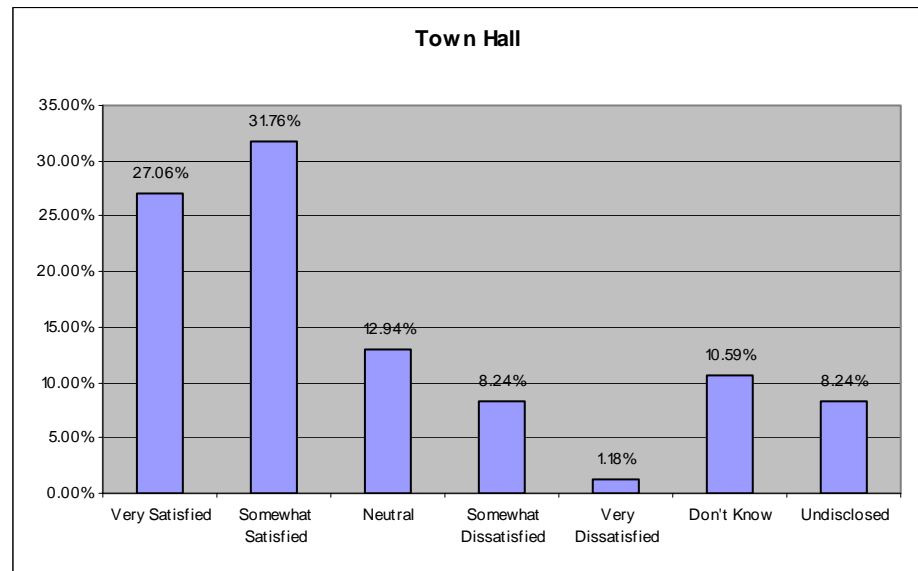
Town of Los Gatos Civic Center Questionnaire

Overall, how satisfied are you with the quality of Town services?



Overall, how satisfied are you with the quality of the following Civic Center facilities?

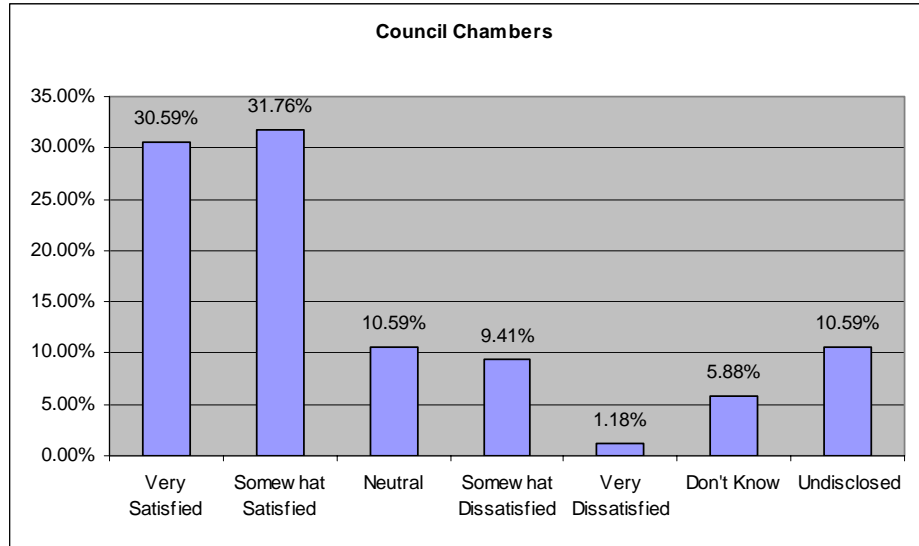
Town Hall (Manager's Office, Clerk, Community Development, Police)



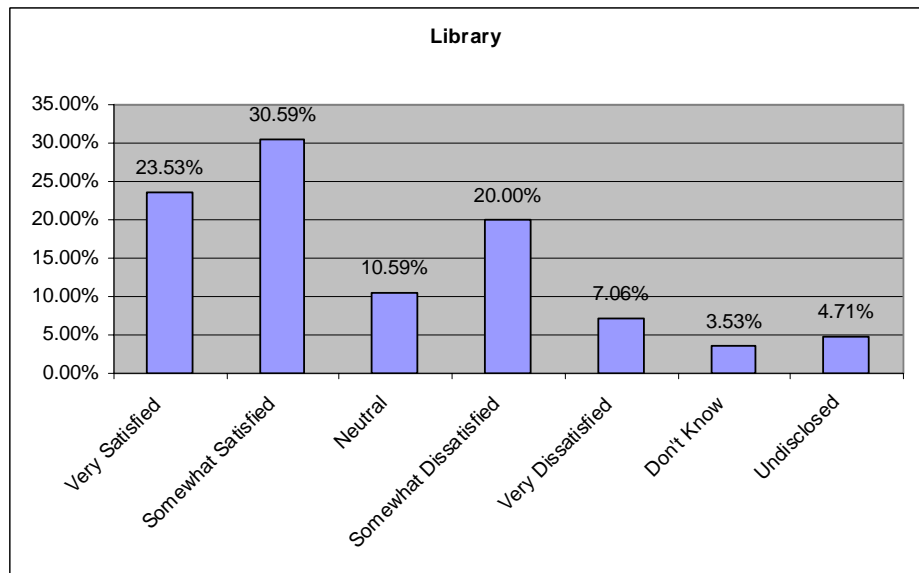
Appendix

Overall, how satisfied are you with the quality of the following Civic Center facilities?

Council Chambers



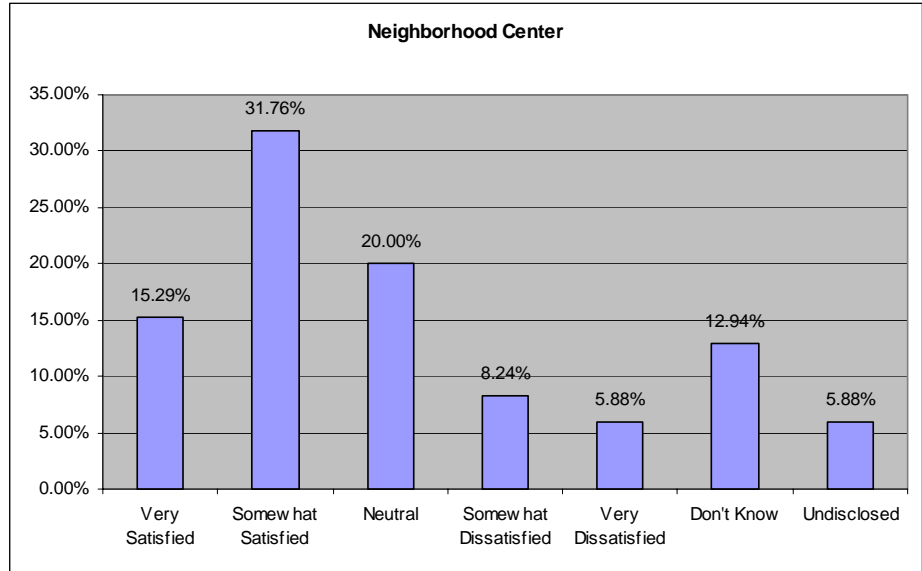
Library



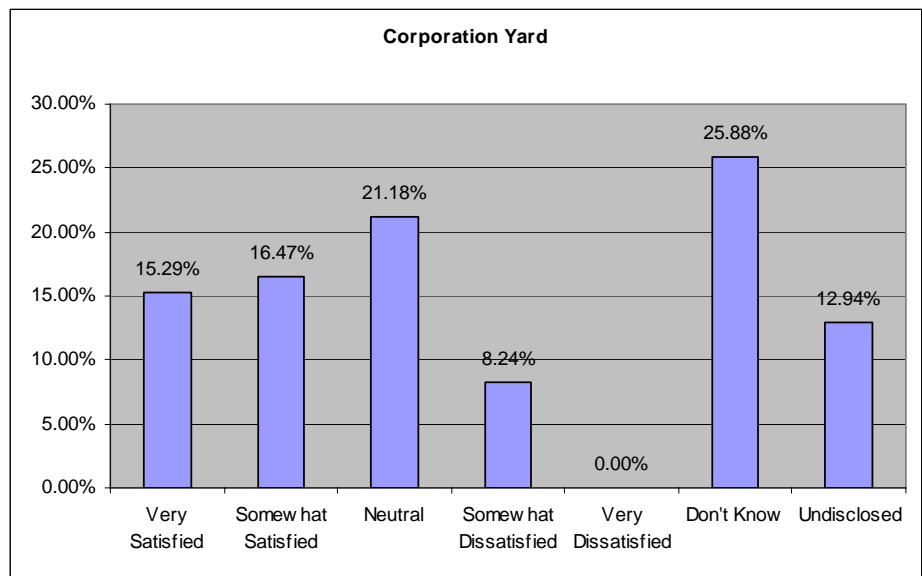
Appendix

Overall, how satisfied are you with the quality of the following Civic Center facilities?

Neighborhood Center



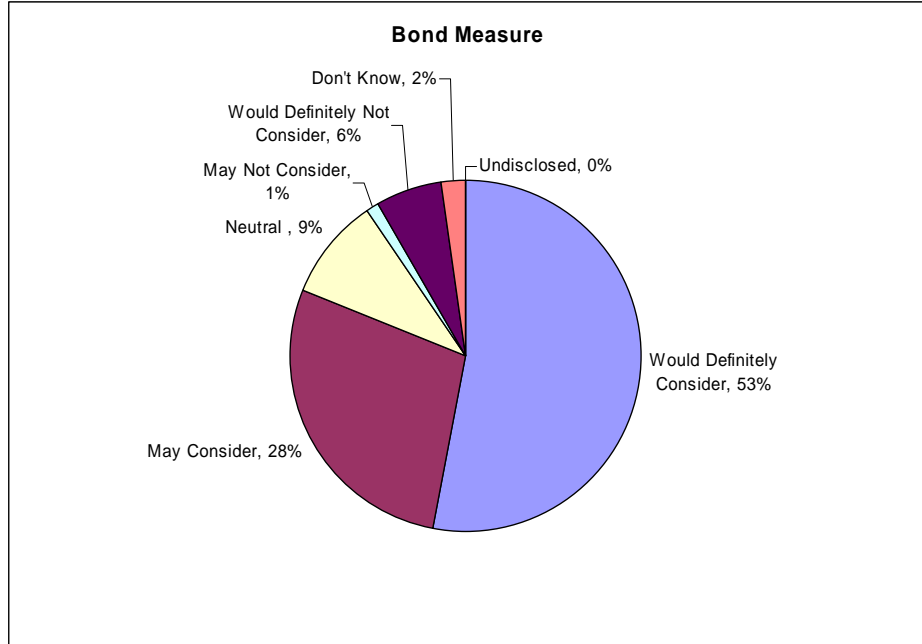
Corporation Yard (Parks and Public Works)



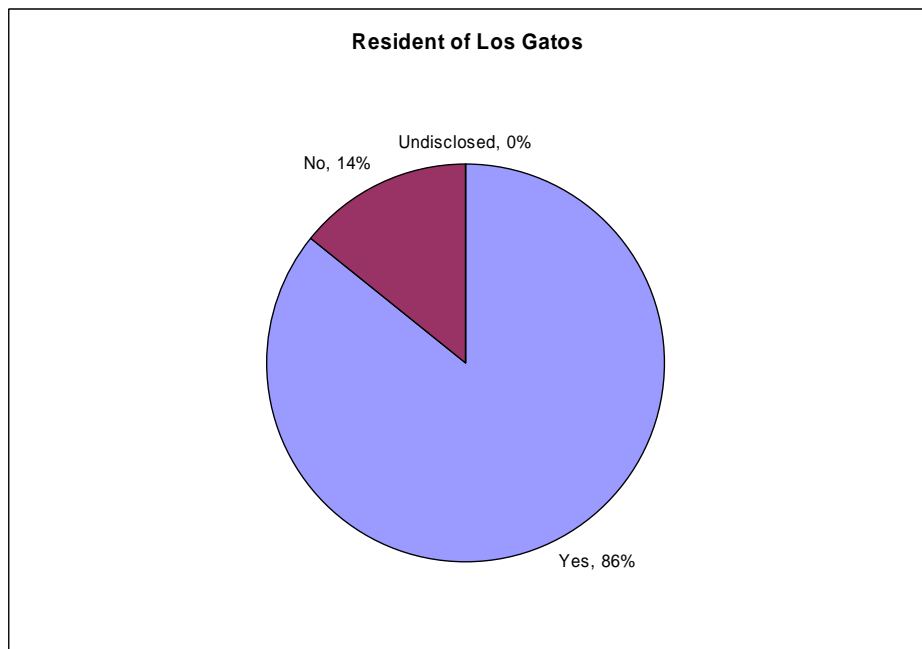
Appendix

Town of Los Gatos Civic Center Questionnaire

To what degree would you consider supporting a bond measure to finance any needed improvements to the Civic Center / Library?



Are you a resident of Los Gatos?

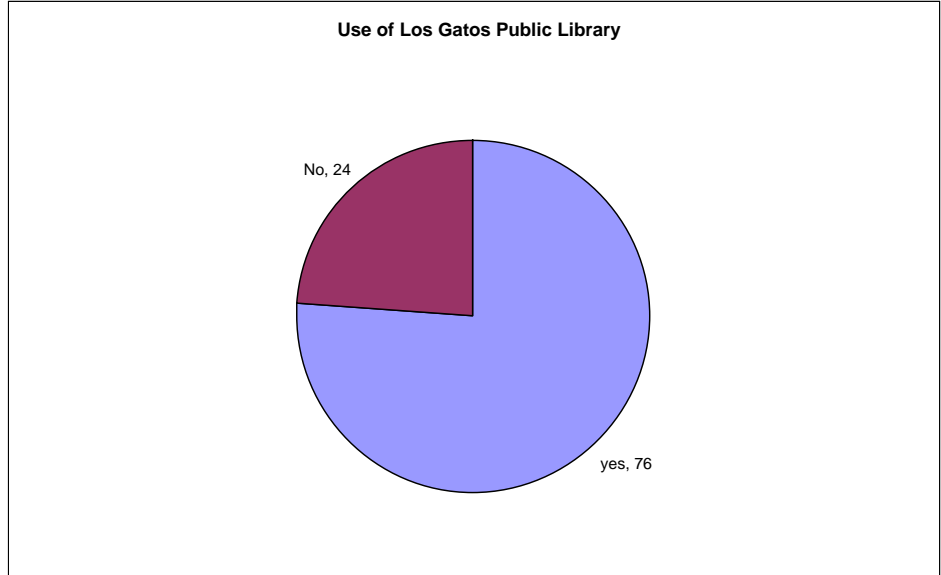


Appendix

Library Questionnaire Analysis

Town of Los Gatos Library Questionnaire

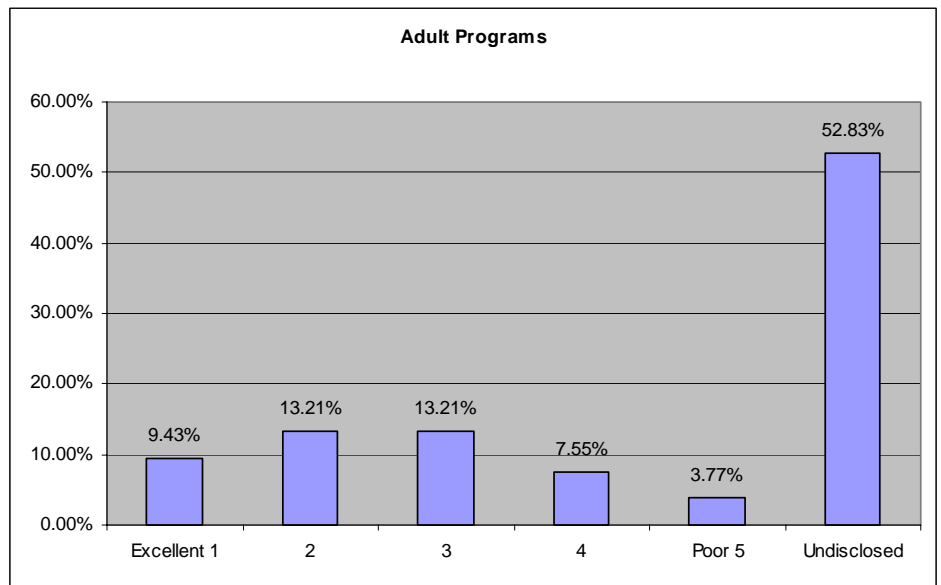
Do you currently use the Los Gatos Public Library?



Town of Los Gatos Library Questionnaire

Please rate these library services and availability of materials from your experience:

Adult Programs

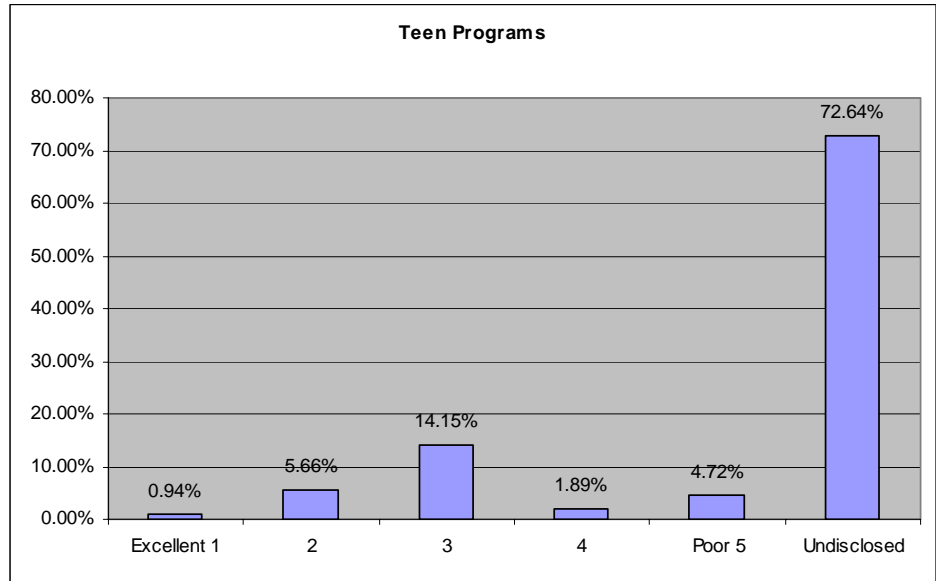


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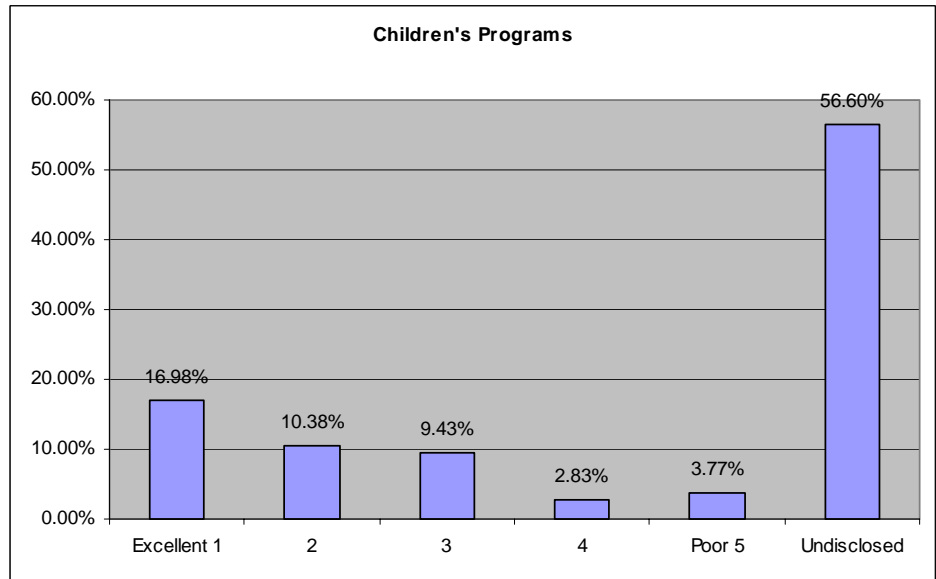
Town of Los Gatos Library Questionnaire

Please rate these library services and availability of materials from your experience:

Teen Programs



Children's Programs

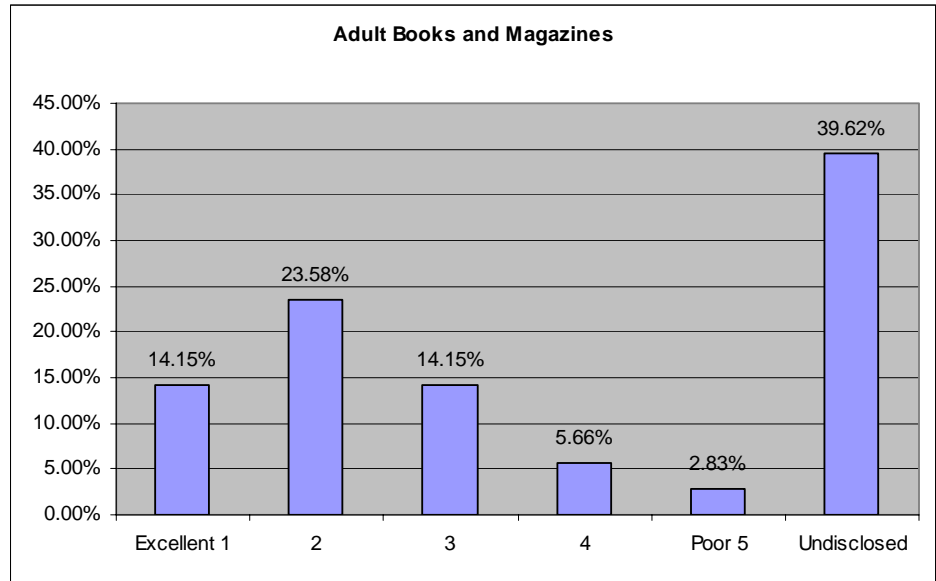


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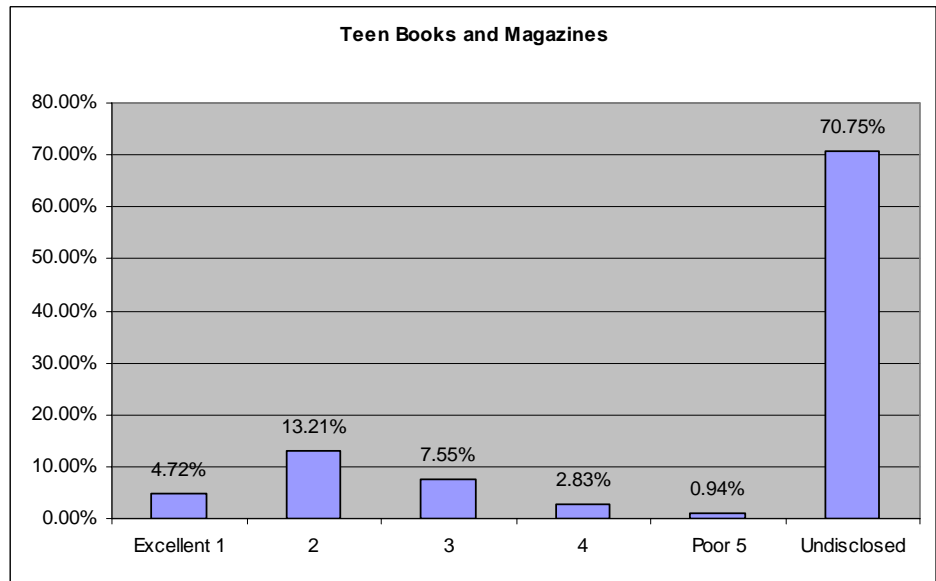
Town of Los Gatos Library Questionnaire

Please rate these library services and availability of materials from your experience:

Adult Books and Magazines



Teen Books and Magazines

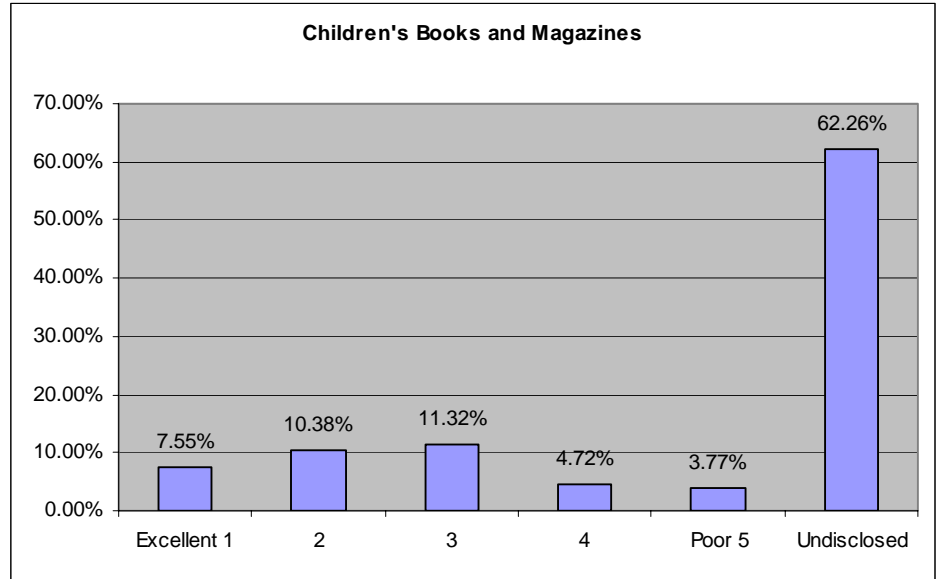


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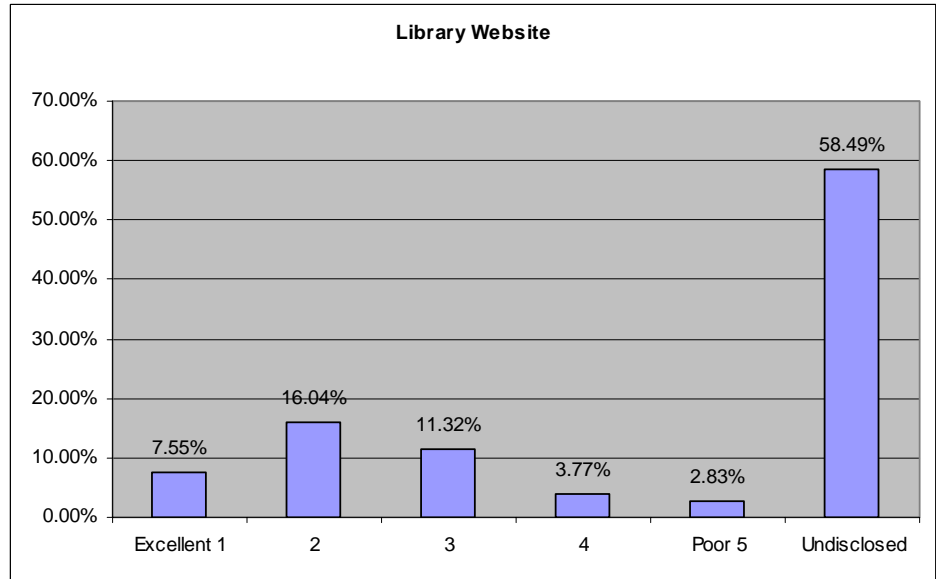
Town of Los Gatos Library Questionnaire

Please rate these library services and availability of materials from your experience:

Children's Books and Magazines



Library Website

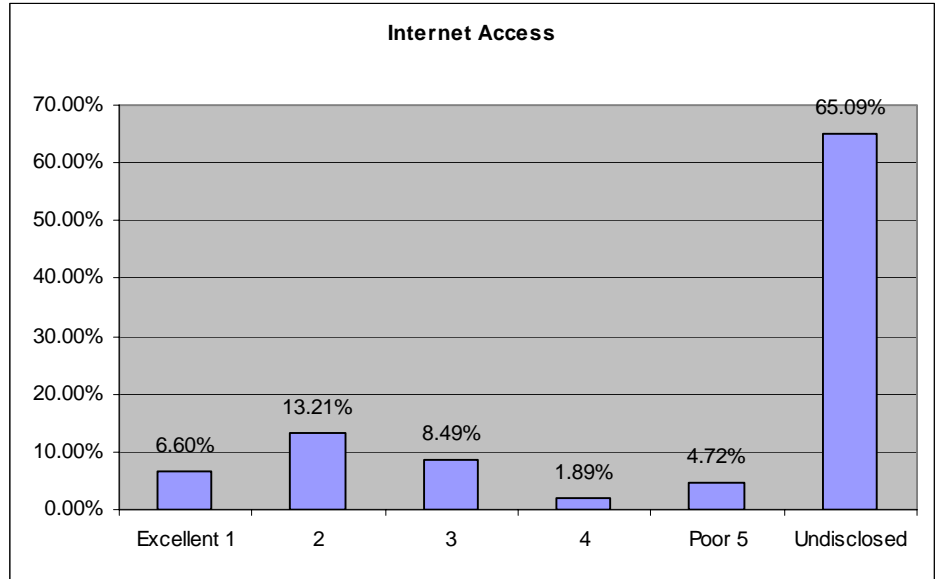


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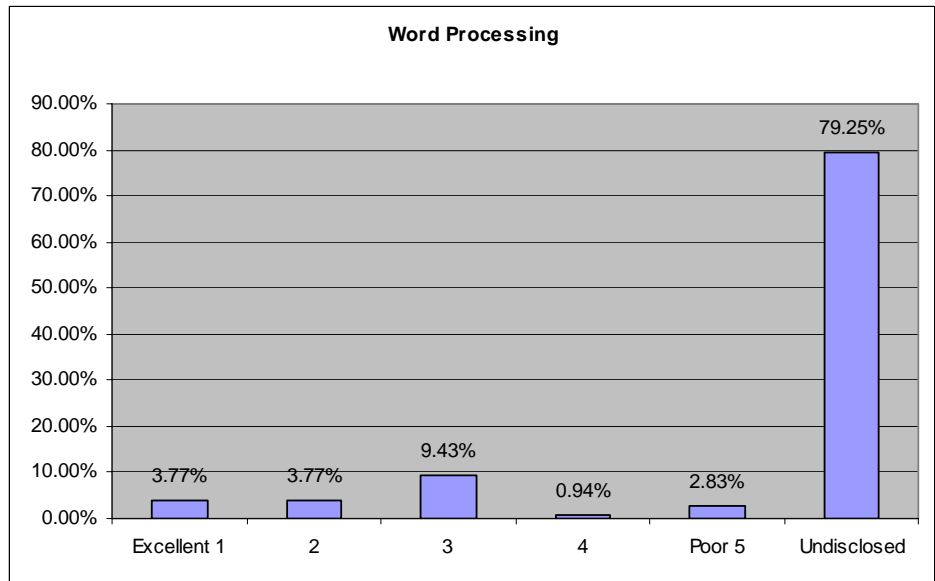
Town of Los Gatos Library Questionnaire

Please rate these library services and availability of materials from your experience:

Internet Access



Word Processing

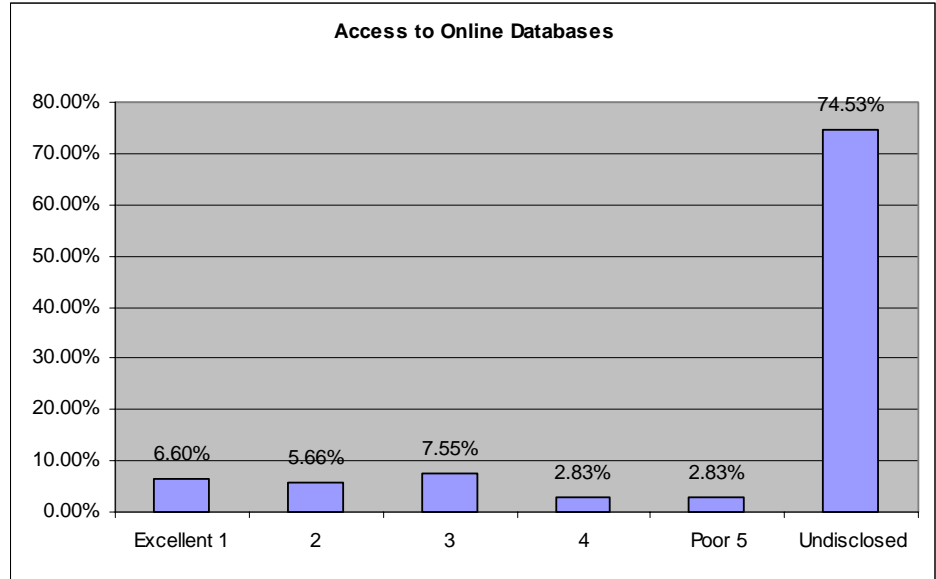


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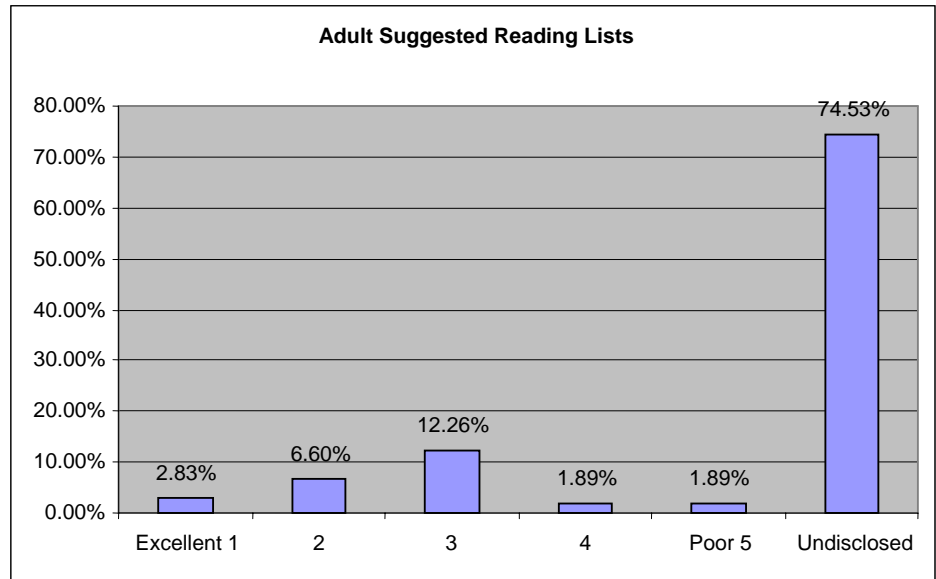
Town of Los Gatos Library Questionnaire

Please rate these library services and availability of materials from your experience:

Access to Online Databases



Adult Suggested Reading Lists

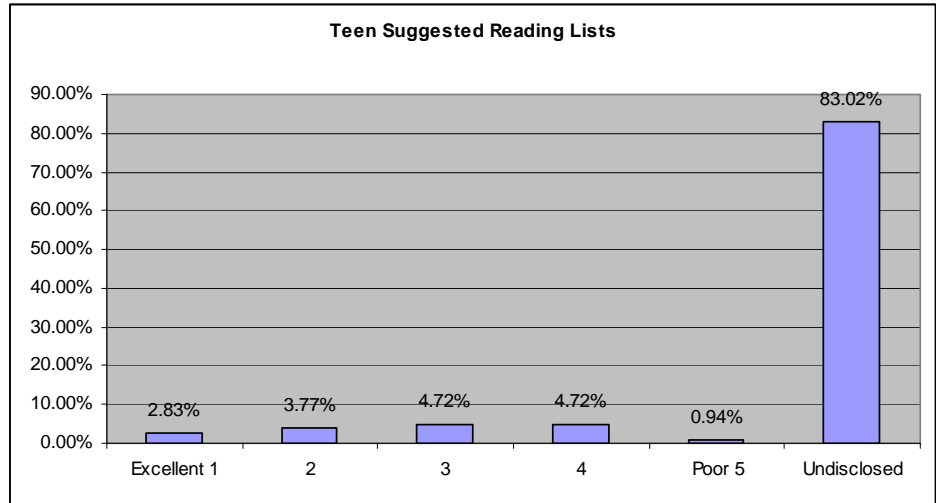


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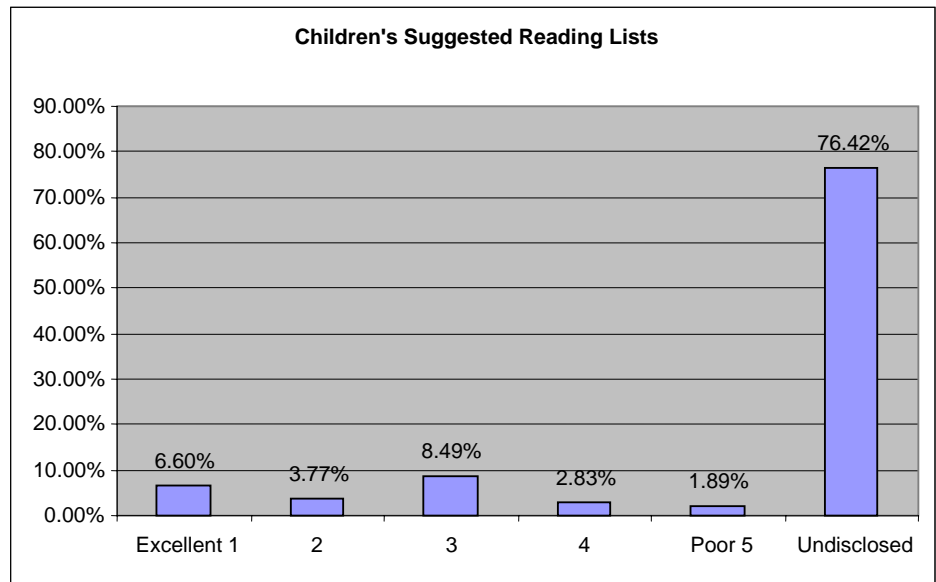
Town of Los Gatos Library Questionnaire

Please rate these library services and availability of materials from your experience:

Teen Suggested Reading Lists



Children's Suggested Reading Lists

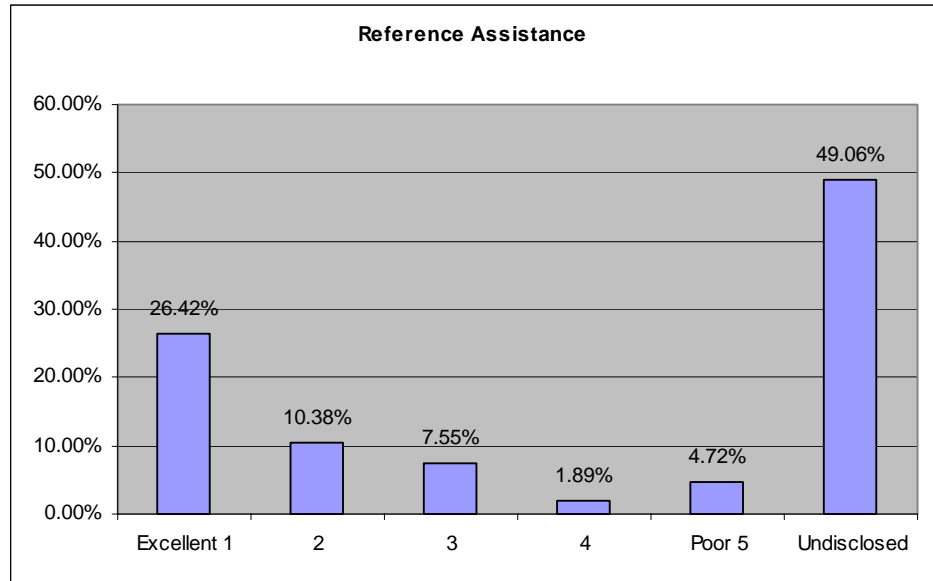


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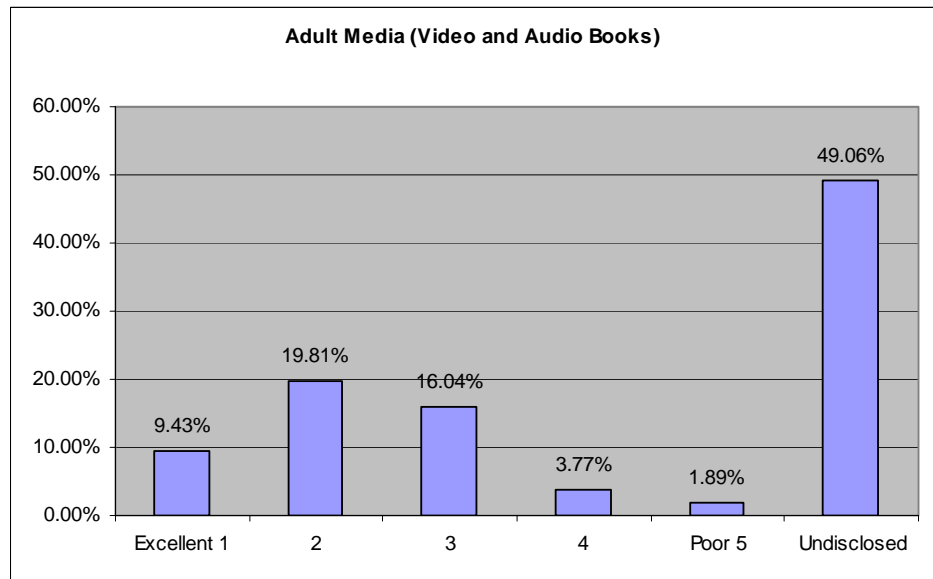
Town of Los Gatos Library Questionnaire

Please rate these library services and availability of materials from your experience:

Reference Assistance



Adult Media (Videos and Audio Books)

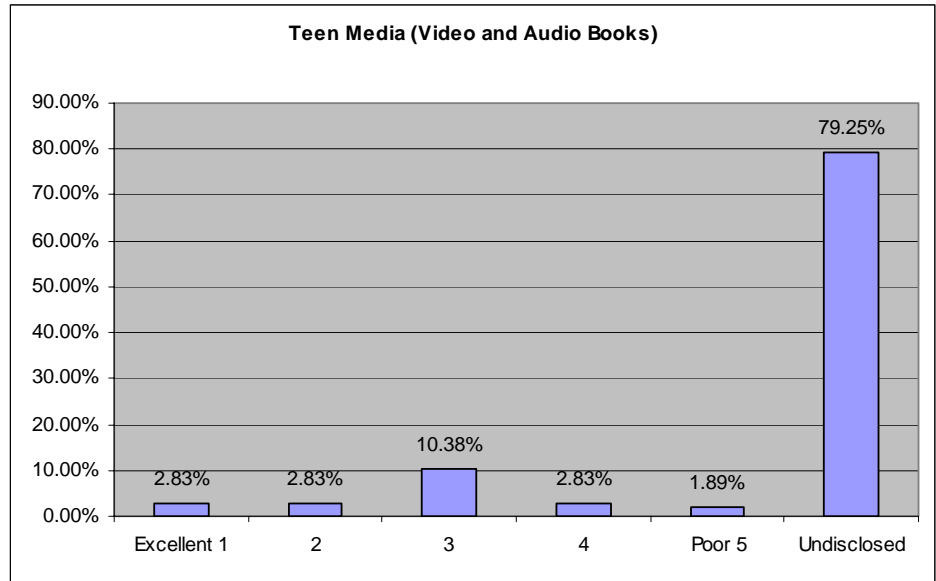


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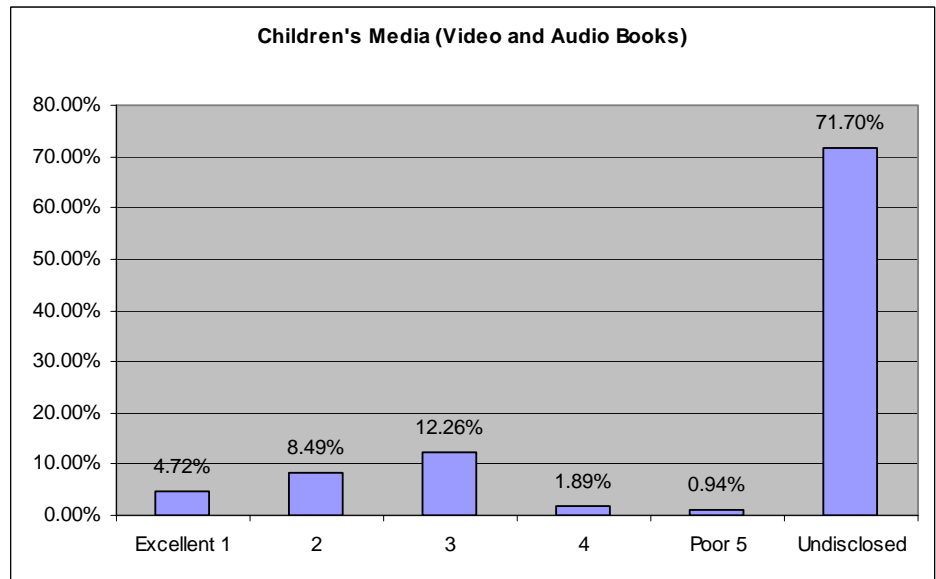
Town of Los Gatos Library Questionnaire

Please rate these library services and availability of materials from your experience:

Teen Media (Video and Audio Books)



Children's Media (Video and Audio Books)

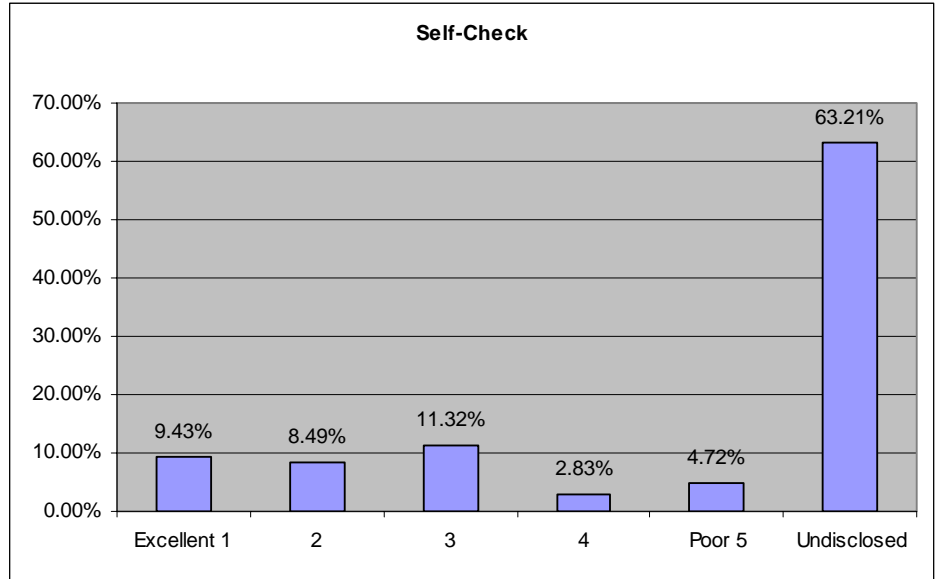


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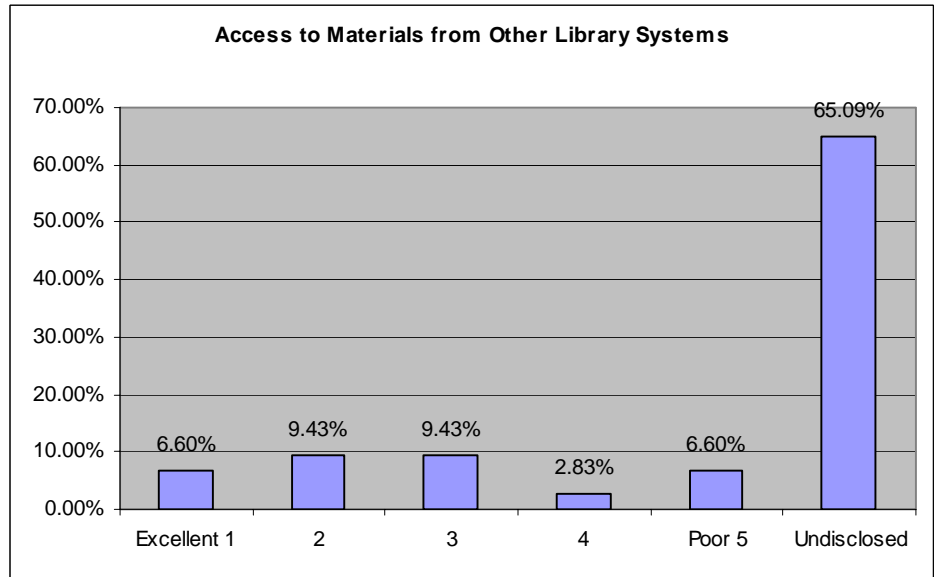
Town of Los Gatos Library Questionnaire

Please rate these library services and availability of materials from your experience:

Self-Check



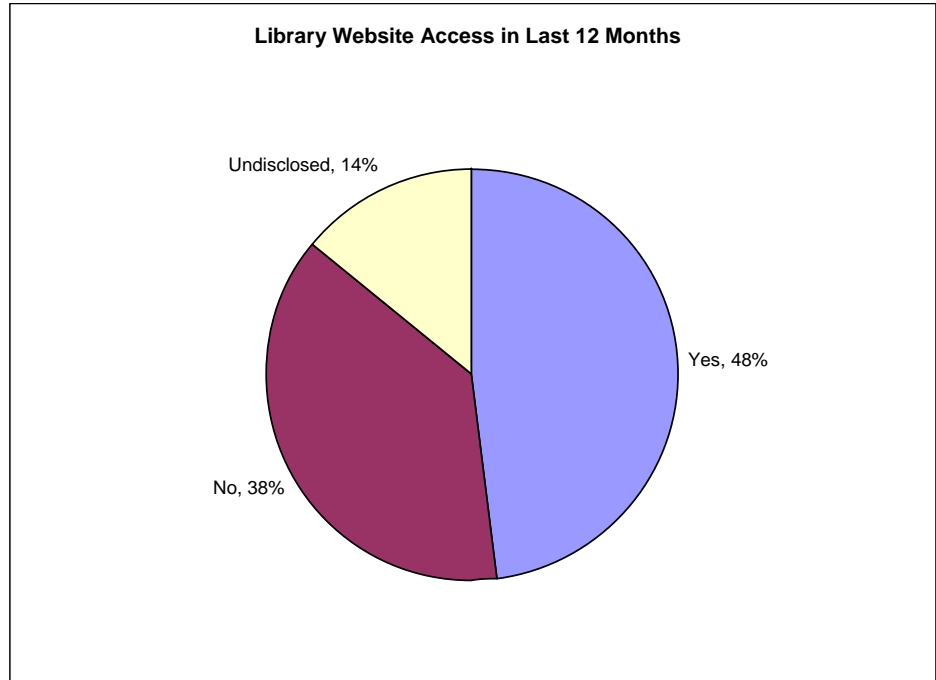
Access to Materials from other Library Systems



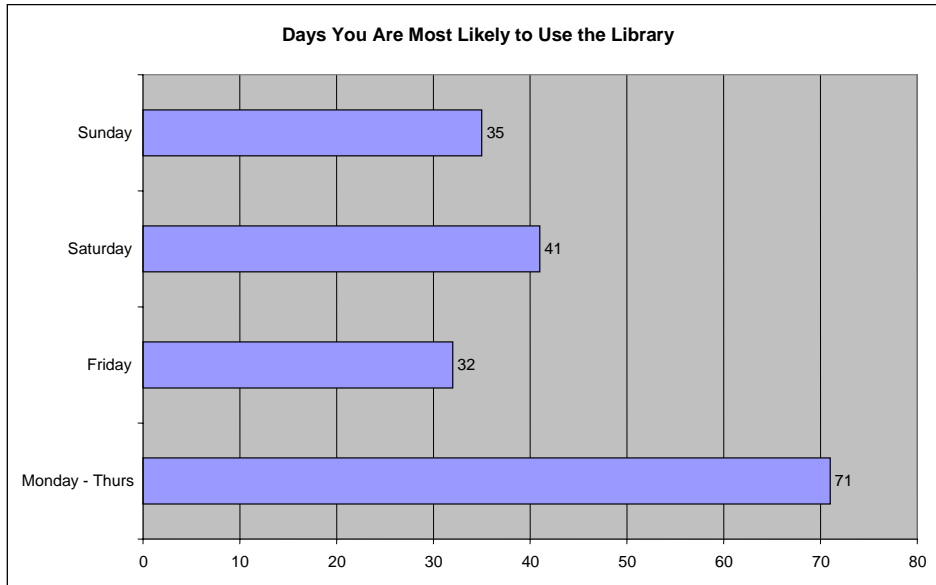
Appendix

Town of Los Gatos Library Questionnaire

Have you, or a member of your household, accessed the Library website within the last 12 months?



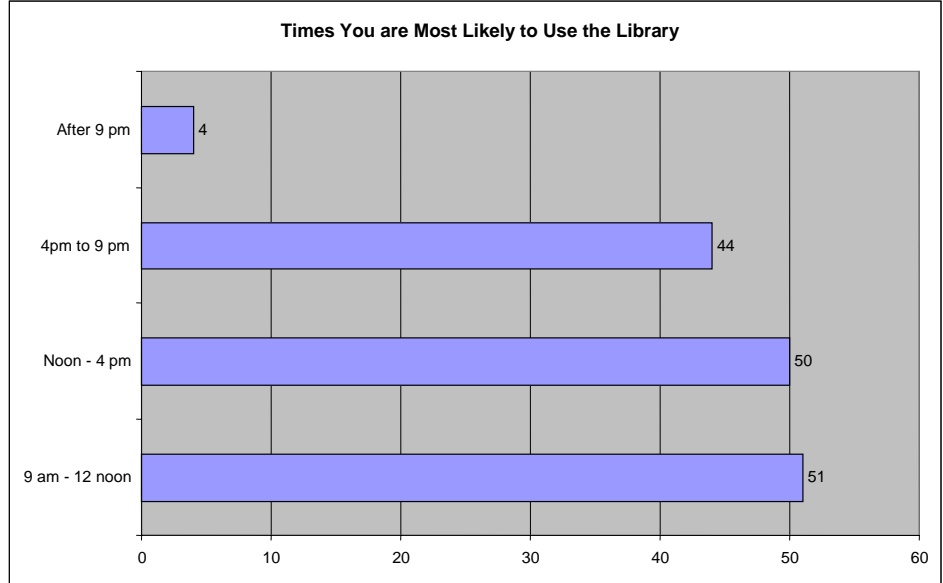
Please check the days you are most likely to use the library (you may check more than one):



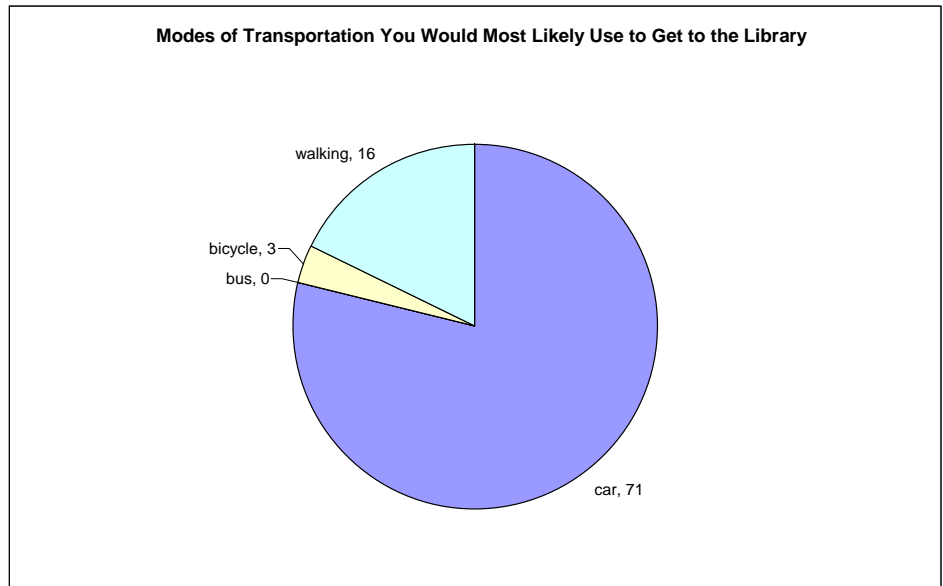
Appendix

Town of Los Gatos Library Questionnaire

Please check the times you are most likely to use the library (you may check more than one):



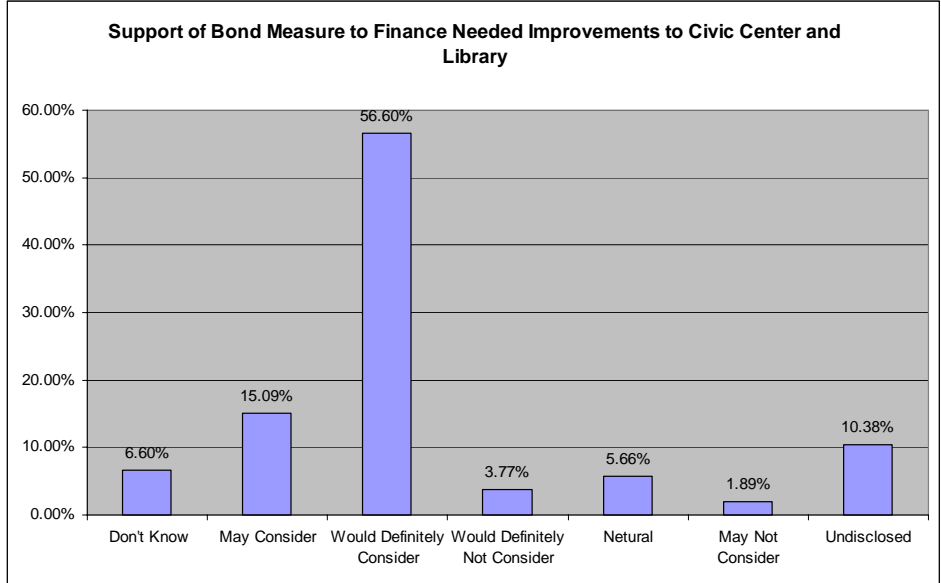
Please check the modes of transportation you would most likely use to get to the Library:



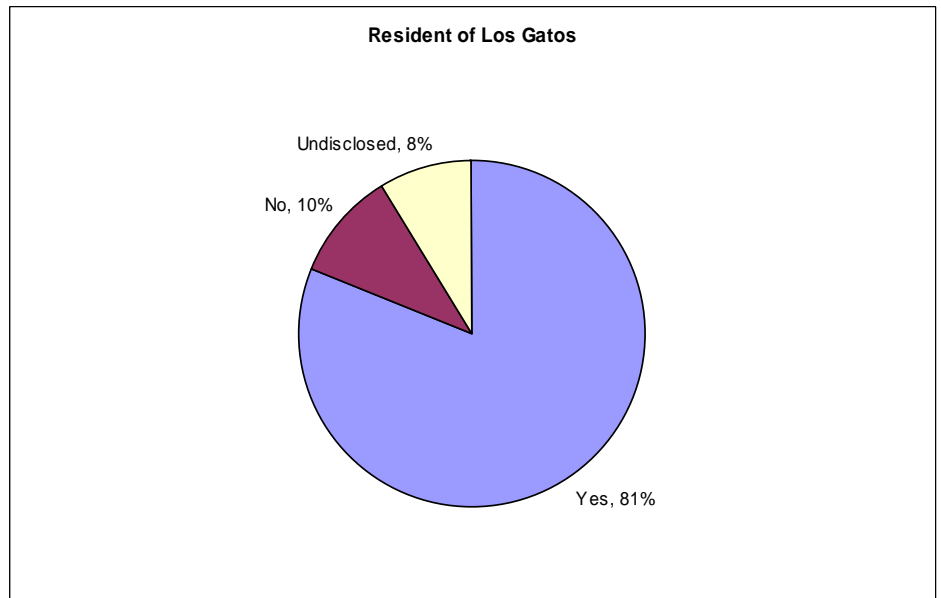
Appendix

Town of Los Gatos Library Questionnaire

To what degree would you consider supporting a bond measure to finance any needed improvements to the Civic Center / Library?



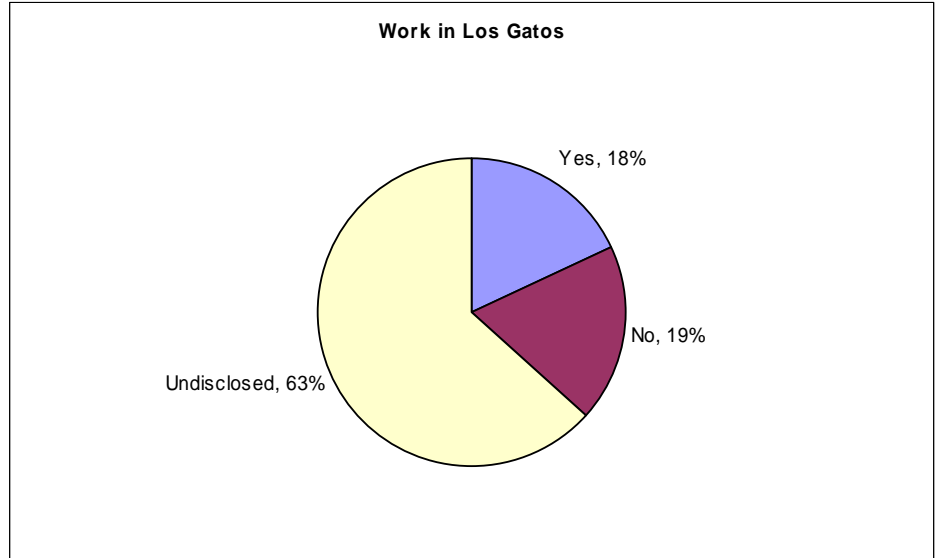
Are you a resident of Los Gatos?



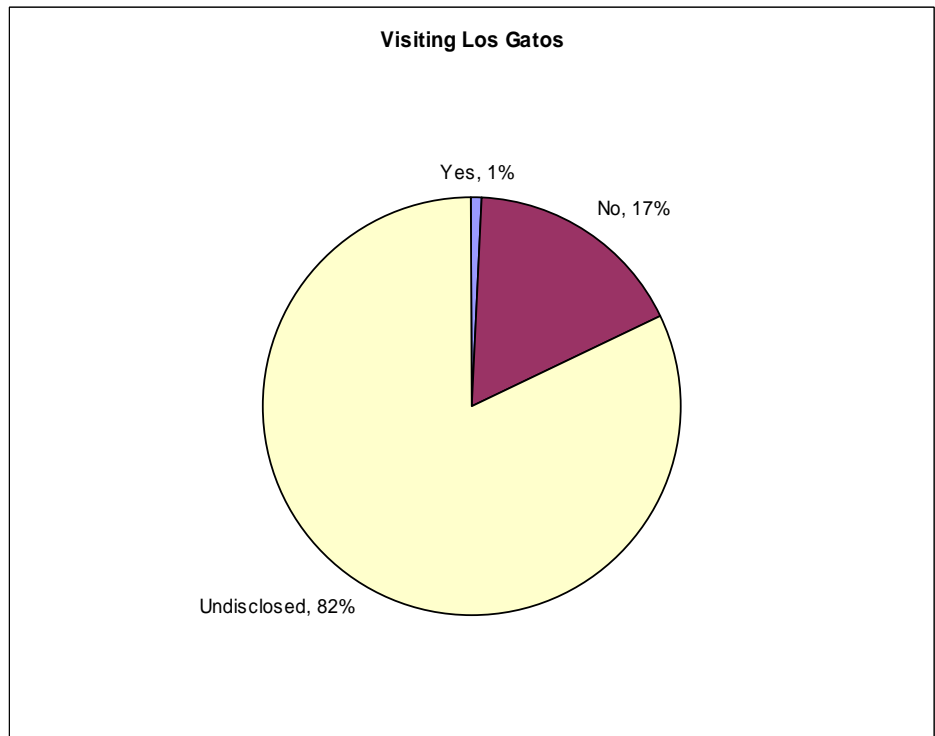
Appendix

Town of Los Gatos Library Questionnaire

Do you work in Los Gatos?



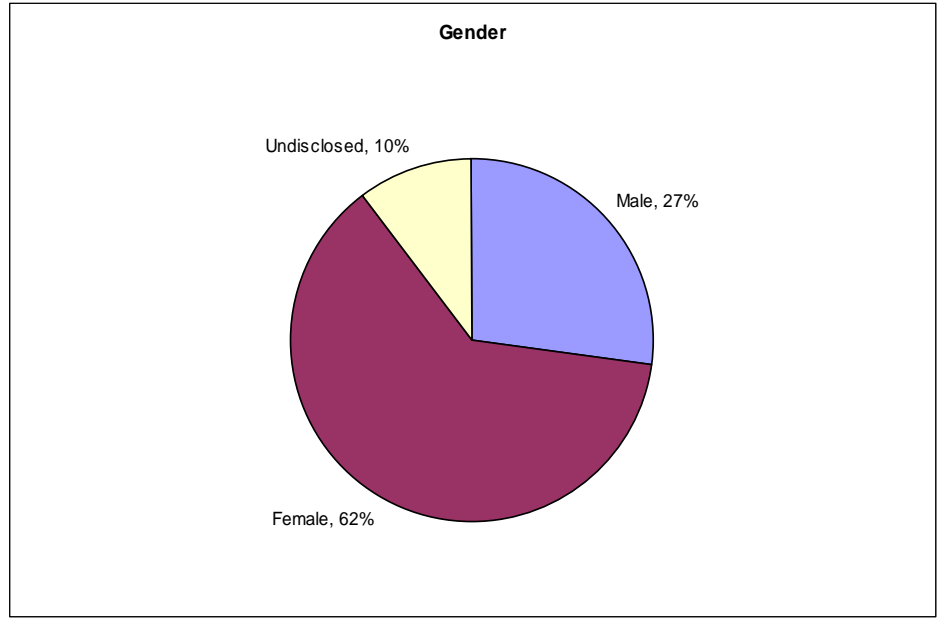
Are you visiting Los Gatos?



Appendix

Town of Los Gatos Library Questionnaire

Your Gender?



Appendix

Process Participants

Core Team

Bud Lortz, Director, Community Development
 Debra J. Figone, Town Manager
 Jenny Haruyama, Management Analyst
 John Curtis, Director, Parks and Public Works
 Pamela Stone Jacobs, Assistant Town Manager
 Peggy Conaway, Director, Los Gatos Library
 Regina Falkner, Director, Community Services
 Scott Seaman, Chief of Police

Consultant Team

Amy Ford, Anderson Brulé Architects, Inc.
 Kay Cackowski, Strategist, Anderson Brulé Architects, Inc.
 Pamela Anderson-Brulé, Principal, Anderson Brulé Architects, Inc.
 Sam McBane, Associate, Anderson Brulé Architects, Inc.

**Community Advisory
 Committee Members**

Sandy Decker, Vice Mayor
 Joe Pirzynski, Town Council
 Teri Hope, Arts Commission
 Dick Konrad, Parks Commission
 Karl Pearson, Library Board
 Lee Quintana, Planning Commission
 Annette Seaborn-Nystrom, Community Services Commission
 Kurt Lemons, Downtown Parking/Business
 Rita Baum, library Planning Committee
 David McKay, Library Planning Committee
 Steve Lopez, Los Gatos-Saratoga School District
 Suzanne Boxer-Gassman, Los Gatos-Union School District
 Chris Miller, Leadership Los Gatos
 Jane Ogle, Leadership Los Gatos

Outreach Meeting Schedule

- | | |
|--|--|
| Community Advisory
Committee Meetings | <ul style="list-style-type: none"> ▫ Community Advisory Committee – Meeting 1
August 20, 2002, 4:30 – 6:30 p.m. ▫ Community Advisory Committee – Meeting 2
September 10, 2002, 4:00 – 6:00 p.m. |
| Stakeholder Focus Groups | <ul style="list-style-type: none"> ▫ Library Users Service Needs
August 24, 2002 10:00 – 11:30 a.m. ▫ Community Service Needs
August 29, 2002, 10:00 a.m. – 12:00 p.m. ▫ Seniors Service Needs
August 29, 2002, 2:00 – 4:00 pm ▫ General Service Needs |

Appendix

Outreach Meeting Schedule

- | | |
|-----------------|---|
| | September 4, 2002, 10:00 am – 12:00 pm |
| | ▫ Friends of the Library and Library Board Service Needs |
| | September 4, 2002, 4:30 – 5:30 pm |
| | ▫ Community Development Customers Service Needs |
| | September 4, 2002, 2:00 -4:00 pm |
| Community Forum | ▫ Community Forum on Town Government and Library Services |
| | September 5, 2002, 7:00 to 9:00 p.m. |
| Staff Workshops | ▫ Human Resource Departmental Service Meeting |
| | July 23, 2002 8:00 – 10:00 a.m. |
| | ▫ Finance and Administration Departmental Meeting |
| | July 23, 2002 1:30 – 3:30 p.m. |
| | ▫ Town Clerk’s Office Departmental Service Meeting |
| | July 23, 2002 10:00 a.m. – 12:00 p.m. |
| | ▫ Community Development Service Meeting |
| | July 25, 2002 1:00 – 3:00 p.m. |
| | ▫ Town Manager’s Office and Information Technology Department |
| | Service Meeting |
| | July 25, 2002 3:00 – 5:00 p.m. |
| | ▫ Library Departmental Service Meeting |
| | July 30, 2002 9:00 – 11:00 a.m. |
| | ▫ Police Department Service Meeting |
| | July 30, 2002 11:00 a.m. – 1:00 p.m. |
| | ▫ Parks and Public Works Departmental Meeting |
| | August 1, 2002 7:30 – 9:30 a.m. |
| | ▫ Town Attorney’s Office Departmental Meeting |
| | August 1, 2002 1:00 – 3:00 p.m. |
| | ▫ Community Services Departmental Meeting |
| | August 1, 2002 3:00 – 5:00 p.m. |

Resources and Reference Materials

- Town of Los Gatos Strategic Plan July 1, 2000 – June 30, 2005 April 3, 2000, Status as of January 29, 2001
- Town of Los Gatos Operating and Capital Budget for Fiscal Year July 1, 2002 to June 30, 2003
- Civic Center and Library Historical Articles and Photos, compiled by Los Gatos Library, September 2, 2002.
- Los Gatos Public Library Facility and Services, Professional Library Consultants, P.A., February 1999