

Plan of Service



The City of Los Altos
Community Center Master Plan



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I. Introduction

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I. Introduction

Overview

The purpose of this Plan of Service is to provide a thorough understanding of the Service Goals and Priorities of the community developed in the Needs Assessment process and a response to these with a plan for how the City will deliver services to meet the needs of the Community in both the near term and the future. The fundamental elements of the Plan of Service are as follows:

- The Service Concept Model which provides information about which overall services are a priority for the community
- The Service Delivery Methods and Service Operational Philosophy which provide information about how services will be delivered and how the City will operate to deliver services in the future
- A listing of Proposed Community Center Services
- A listing of Recommended Next Steps

The Plan of Service will serve as a working guide for the remaining strategic Master Planning effort which will include a Space Program Analysis, Facility Scenarios and Feasibility Strategies.

Current Mission

A Mission statement is a meaningful representation of the purpose of the organization and, as such, strives to clearly articulate priorities and its value to those served.

The City of Los Altos currently has defined the Mission Statement of its city staff, council, commissions, committees and volunteers to be as follows:

"To foster and maintain the City of Los Altos as a great place to live and to raise a family. To accomplish it they shall:

- Assure responsive and reliable police, fire, sewer, garbage, cable TV and animal control services;
- Maintain and improve city streets, parks, and municipal facilities;
- Provide leadership and oversight in city-wide planning and construction to assure orderly, safe, and attractive development;
- Encourage and regulate local businesses to provide the products and services needed by residents and property owners, where they need them;
- Provide recreation facilities and services, especially for families and senior citizens;
- Preserve our historical and cultural roots;
- Maintain liaison and cooperation with local schools,



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Overview

- organizations and agencies, neighboring cities, and the county, region, state, and federal governments to fulfill our obligations and take advantage of our opportunities; and
- Nurture and promote the traditions of volunteerism, philanthropy, and participation that transform our city into a vibrant, caring community."

Through the process of gathering information from the City Staff the service philosophy, best summarized by a phrase from a former Mission Statement "Responsive, Innovative, and Concerned" was clearly still an underlying part of the current staff culture and should be acknowledged as the way they currently strive to continue to provide services to the community.

Staff Information Gathering Process

Emerging Service Concepts from Needs Assessment

Through extensive community outreach and research, seven Key Service Concepts emerged from the Needs Assessment process and are discussed in more detail in that portion of this report. These concepts were the basis for beginning the development of a Service Model for the Community. They are:

- Government Center
- Lifelong Learning Center
- Multi-generational Facility
- Arts and Cultural Center
- Environment for Teens (to work, belong and participate)
- Multi-use indoor and outdoor community gathering place
- Place to promote and support volunteerism and service organizations
- Recreation and Leisure Center for all ages (provide and partner with others to provide)

Staff Workshops

Separate Staff Workshops were conducted with representatives from each of the City Departments :

- City Administration (including Human Resources, City Manager, City Clerk and IT Manager)
- Community Development (including Planning, Public Works, Building and Engineering)
- Parks and Recreation (including Senior Center and Teen Programs)
- Police

The following questions were reviewed in an open, collaborative discussion.

- What are the five key service delivery goals of your department?



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Staff Information Gathering Process

- What service model benchmarking are you aware of that is successful?
- What potential impacts do you see for your department in the Master Plan? Positive? Negative?
- Who do you serve? Who serves you?
- What services can you not currently provide that you need/want?
- What processes in your department currently work well? Which could use refinement/improvement?
- What are the three to five critical operational issues/goals you have for a new facility?
- What changes to your current operations would you have to make to achieve your operational goals?
- From the public's perspective, which departments / groups should be physically close to one another?
- Who does your department need to be physically adjacent to?

Specific information about service and operational goals were gathered building upon the Service Concepts outlined above. The discussion points that were raised in the separate workshops were then summarized and presented in an interdepartmental workshop in which cross functional concepts were discussed.





II. Service Model

Service Responses

Overall, there was a great deal of alignment between departments in their desire to deliver high quality service in an easily accessible, safe environment. They strive to provide accurate, up to date information and be able to adapt to community needs through the use of technologically advanced options while still maintaining personalized human interaction. In addition, the staff had aligned operational goals for serving residents in zoned spaces that meet a variety of needs from group interaction to areas for privacy. Similarly their internal work environments should be flexible for varied workflow needs with collaborative, appropriate layout and work spaces, and privacy. Promotion of health, fitness and wellbeing for both public and staff were heard throughout the discussions. A summary of the key service and Operational Goals are as follows:

Service Goals

- To be open, accessible and visible to the public
- To provide a high quality, affordable and meaningful personal level of service that builds trust through timeliness, responsiveness and consistency
- To provide principles and values based services versus rule driven
- To provide choice to the public in how to access services – in person or electronically
- To be adaptive and innovate on an ongoing basis to understand consumer issues, needs and expectations through personal connections and planned, timely interactions.
- To provide transparent and self-serve access to up-to-date, accurate information and services with the use of technology
- To meet the diversity of community service needs through partnering with service organizations and support and benefit from volunteerism
- To promote health and wellness for staff and the community, offering places for exercise and recreation as well as prevention and intervention opportunities for Seniors and Youth
- To strive to benefit the entire community in a way that is balanced, fair and equitable to everyone

Operational Goals

- To provide a welcoming, centralized point of service with clear wayfinding
- To allow for zoning of activities to meet multi-functional needs: from private confidential activities to open,



II. Service Model

Service Responses

Non-City/ Partnering Organization Input

- collaborative spaces that are adaptable
- To provide security and safety while maintaining small town feel, openness and accessibility
- To support health and wellness with the provision of exercise and showering facilities
- To have a campus concept of organization that strives for connectedness with separation as appropriate within departments
- To allow opportunities for multi-generational interaction yet maintain separateness for seniors and teens as needed
- To provide support spaces categorized by functions not by users, thereby allowing for more specificity of the types of spaces needed by the community, more efficiency of usage and reduced duplication of services

Partnering and volunteerism are a key to meeting the needs of the Los Altos and Los Altos Hills communities and a partial list of partnering organizations can be found in the Community Needs Assessment, Part III: Research and Data Gathering of this document. A variety of partnering organizations scheduled sessions with the Advisory Committee to share their needs, services, and space operational goals. The following is a summary of those presentations. A copy of each of the presentations can be found on the City of Los Altos Community Center Master Plan website: <http://www.losaltoscommunitycenter.org/>.

American Youth Soccer Organization (AYSO)

Input was gathered from the American Youth Soccer Organization (AYSO) by the Advisory Committee about their operational goals and needs. In Los Altos, AYSO is the largest combined youth sports organization in the community. In addition to using the fields at Hillview in the fall, they use other fields throughout the community, including Rosita Field and various school fields. The use of fields at the moment is allocated based on resident status, fall versus spring sport needs, "historical rights," and the need to accommodate new sports. It will be important to consider the field use allocation policy in the future. They are interested in partnering with Los Altos Hills and Foothill College in the future. Primarily, the organization needs to retain the soccer field and increase its size. In addition, they are interested in having a dedicated meeting room shared by all community sports associations within the Community Center.

Los Altos Little League

Similar input on operational goals and needs was also gathered from the Los Altos Little League. There are two Little League



II. Service Model

Service Responses

organizations within Los Altos. A Pony League typically serves from Loyola Corners to the south, while the Los Altos Little League serves from Loyola Corners to the north. The Association uses the field at Hillview in the spring and early summer and to a lesser degree for post-season games in the fall. This field currently meets all the needs for minor league play but would need to increase in size and be buffered from neighborhood homes to accommodate major league play. The Association would like to have an indoor batting cage and they were in agreement with AYSO that a shared meeting room for youth sports is needed. A shared field for multiple sports was discussed and from the Little League Association's perspective it would work if conditions and agreement of use were met.

Los Altos Community Pool Foundation

The Los Altos Community Pool Foundation sees the need for a pool as a high priority for the community similar to other athletic field like baseball diamonds or soccer fields. The swim program for Los Altos had existed through the Pool Foundation at Covington Pool for forty-seven years. For the last seven years, the swim program has relied on the use of neighboring school or community pools. Benchmarking of other Community Pool sites was conducted and, after an eight year process, Rosita Park was selected for a Swim Center consisting of one pool with a water play feature. Due to insufficient fundraising to date, the facility has not been built. As presented to the Advisory Committee by the Los Altos Community Pool Foundation, the elements of a successful Community Pool are:

- Lap/competition pool
- Teaching pool for youth and seniors (warm water)
- Children's water play
- Youth play
- Year-round operation
 - Dome enclosure (seasonal) for one pool
 - Two water temperatures
- Concessions
- Picnic area

Service goals for the Community Pool include being able to provide lessons for all ages to prevent drowning and offer exercise and recreation year round for the community. Adding programs for seniors for strength training and therapy as well as social interaction, having a home for swim team and summer programs, as well as a place for teens to build life skills and gain work experience are the key priorities. A dome enclosure would allow for year round use of the pool, and extended hours and programs.



II. Service Model

Service Responses

Library Commission Expansion Committee

The main operational goals developed in the Los Altos Library Needs Assessment report created separately from this process include the need for large group gathering and meeting space. There is a question as to whether this space can be shared with other areas within the Community Center due to the library's heavy scheduling needs. Proximity to the Library, scheduling and user allocation system need to be strongly considered. Children's activities that are scheduled throughout the day may require a dedicated space. In addition, there is a need for smaller gathering and/or meeting space which could either be accomplished with the ability to divide the larger space or with the provision of smaller areas. The café, currently a part of the Library, is a small source of income, but could be shared by the Community Center. From an operational standpoint there needs to be further analysis as to how the Library would operate as a multiple story building and from a programmatic standpoint what that means with respect to adjacencies and other space needs issues.

Bus Barn Theater

The Bus Barn Stage Company has established operational goals for a new facility with a seating capacity of 150-200 people. The plan includes increasing staff with a Business Manager, full time box office and part-time marketing/development staff. The theater would be conducive for community use for a variety of events such as lectures, concerts, movies, etc. Ideally the theater should be located away from sports fields.

Los Altos Senior Center

The Senior Center is widely used and appreciated by the community. The existing facility falls short in meeting the community's needs for a quality center. Service goals presented to the Advisory Committee by Los Altos Legacies, a non-profit organization that manages financial support of Senior Center Services, include creating a quality senior program that, through connection to support services, recreational, learning and social programs, promotes physical and mental health and ultimately quality of life for seniors. Additional, specific suggestions for proximity to everyday activities such as a café with wellness programs targeting seniors, the Library, and a warm water, therapeutic pool as part of the Swim Center were noted. Operationally, the Senior Center should be comprised of flexible spaces for a variety of activities and that the City should outsource the management of the Senior Center to an agency such as Avenidas.



II. Service Model

Service Goals

The Service Needs and Priorities that were gathered from the Needs Assessment study, the Staff Workshops, the input received from Non-City Organizations and the benchmarking efforts were aligned and synthesized into four broad, overarching Service Goals for the Community:

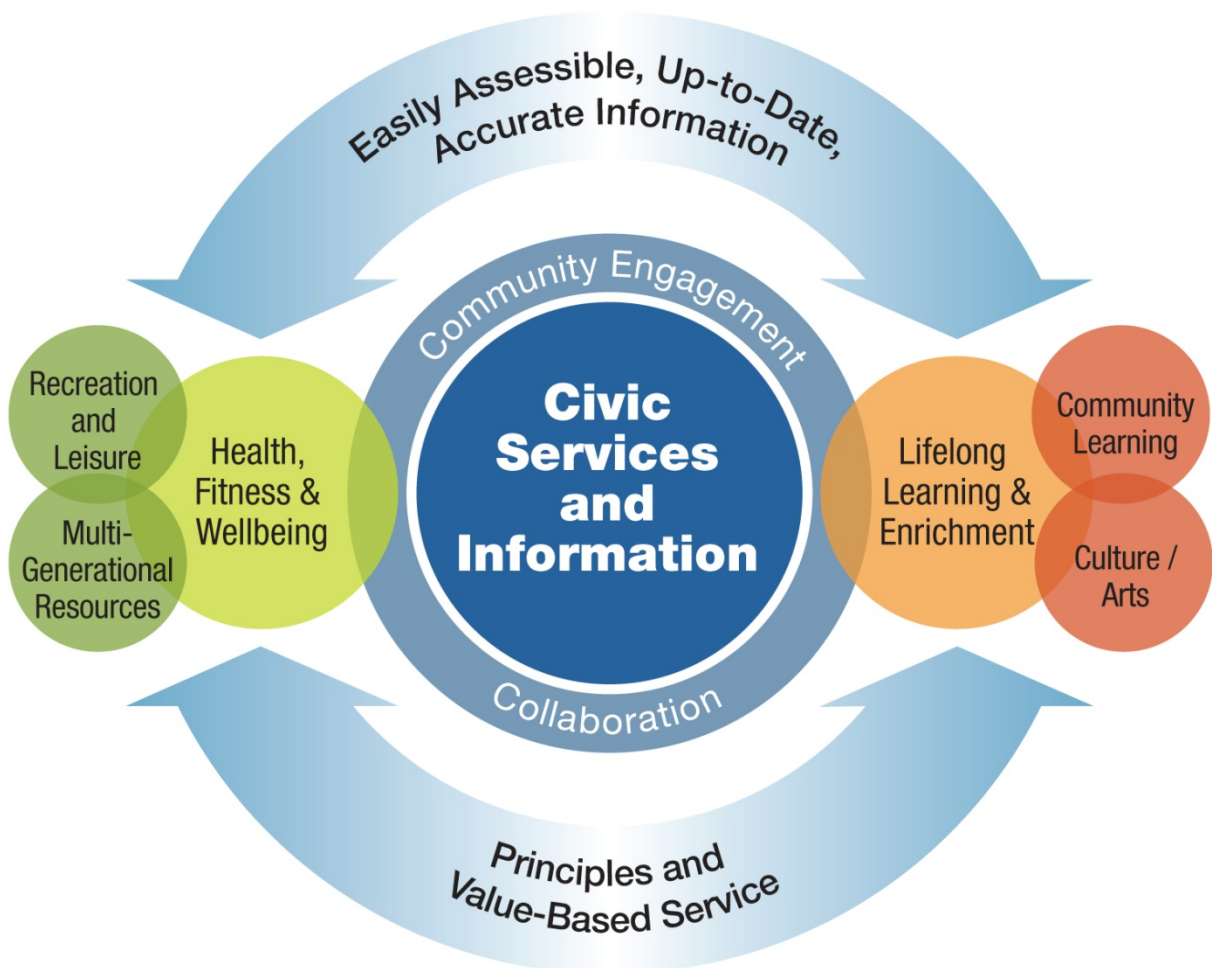
1. *Civic Services and Community Information Hub*
 - Principles and value-based service
 - Easily accessible, up-to-date, accurate information
2. *Community Engagement and Collaboration*
 - Ongoing, adaptable to community needs
 - Meaningful, personalized human interaction
 - Symbiotic relationship, volunteerism and service organizations
3. *Lifelong Learning and Enrichment*
 - Community learning as a way of life
 - Cultural and arts experiences
4. *Health, Fitness and Wellbeing*
 - Holistic approach to resources for multi-generational community
 - Recreation and leisure activities for whole community



II. Service Model

Service Concept

The Service Concept Model is organized around Civic Services and Information as the central core service. Through community engagement and collaboration, services are adapted and innovated to provide principle and value based services and easily accessible, up-to-date, accurate information. In this way the diversity of community needs for Health, Fitness and Wellbeing and Lifelong Learning and Enrichment are met.



II. Service Model

Operational Goals

<p><i>Overview</i></p>	<p>In parallel with the development of Community Service Goals, information gathered from City Staff and research on best practices was aligned and synthesized into seven main Operational Goals for the Community Center as follows:</p> <ol style="list-style-type: none"> 1. Central Point of Service and Information 2. Separate but Connected as Needed, with Clear Wayfinding 3. Zoning of Private Spaces through Collaborative Spaces 4. Shared Gathering Spaces, Categorized by Function Not by Users 5. Safe and Secure while Maintaining Friendly, “Small Town” Feel 6. Efficient and Affordable 7. Technologically Advanced
<p><i>Central Point of Service and Information</i></p>	<p>There was a desire to have a clear, shared point of entry with a “one-stop shop” concept for the Community Center, with the exception of the Police department. A concierge would direct residents as needed to the appropriate department for further face to face assistance or for easy access to the information they need through the use of technology, perhaps self serve information kiosks. A central cashier would also allow for the public to handle all their financial business at once (e.g. pay for a class, a parking ticket, planning permit etc. at the same time) as well as simplify the number of departments handling cash transactions.</p>
<p><i>Separate but Connected as Needed, with Clear Wayfinding</i></p>	<p>An important part of the central point of service concept is the need for the public to be able to find their way easily from one department to another after arrival. Critical adjacency needs from the user’s as well as a workflow standpoint are examined and defined in the Master Plan Program portion of the report. Several departments expressed some need to have separation, but with the ability to connect as needed. One such example is the Senior Center, where seniors may need their own space for their activities and have specific safety, parking and accessibility needs, yet they also do not want to be so separate that they are isolated from the rest of the community. Teens need to have a space to call their own, yet the hope is they will participate in many of the functions of the Community Center both as users and possibly as volunteers or staff members.</p>
<p><i>Zoning of Private Spaces through Collaborative Spaces</i></p>	<p>To support the variety of interactions that take place, both with the public and internally, departments share a need for zoning of spaces which consists of easily accessible private spaces for individual or small group interaction adjacent to more open, flexible collaborative spaces for larger group sessions. The Police</p>



II. Service Model

Operational Goals

Shared Gathering Spaces, Categorized By Function, Not by Users

Department’s operational goals with respect to zoning are an exception to this arrangement and need to be addressed in more depth along with the Master Plan Program portion of this report.

Along with the continuous need for gathering spaces that meet a variety of user and space needs, there is an acknowledgement that the needs for specific room types, spaces categorized by function rather than the specific user, is much more consistent and predictable. Spaces designed appropriately to their use might include exercise rooms, rooms where food may be served, rooms set up for audiovisual presentation capabilities, or seminar rooms. Issues such as finish materials, furniture type and arrangements, equipment and proximity to support areas like kitchen and restrooms can be determined to best suit the function of the room and an online sign up system can streamline and eliminate resource coordination issues and possibly aid in achieving revenue targets for the use of space.

Safe and Secure while Maintaining Friendly, Small Town Feel

There is a strong desire to maintain the “small town” welcoming feel of the current Community Center. There is, and predicted to always be, a portion of the community that would rather access services in person than online. As such, the Community Center will need to maintain an open and friendly feeling while also providing a safe and secure environment for all.

Efficient and Affordable

Services should be as affordable as possible to increase access, use of services and facilities and promote community engagement. It is also necessary that the City consider its fiscal responsibilities and create a service level that is sustainable and allows for an appropriate level of cost recovery. The operational goals should embrace the concept of not creating redundant spaces and with a high percentage of usage for each functional space type. Fees for services and space use should be studied and benchmarked from other city service models to determine appropriate cost recovery models.

Environmentally Sustainable

The City should focus on operational and maintenance goals that support environmentally sustainable practices. Some of these practices may include: waste reduction, use of technology to reduce paper waste and transportation, cleaning products and processes that are environmentally safe, purchasing policies for reduced packaging and piece-meal delivery and potentially local goods oriented. Environmental conditions would allow for high use of natural light, air filtration and ventilation and natural air circulation. Staff should be supported to find alternative transportation to work (bike, walking and public transportation)



II. Service Model

Operational Goals

*Technologically
Advanced*

and facilities and policies would be provided to support their staff in accomplishing this goal. Developing a strategy for sustainability will be an important next step in the process.

A strategic Technology Plan will be imperative in achieving the Service and Operational Goals for the Community Center.

Technology is critical for:

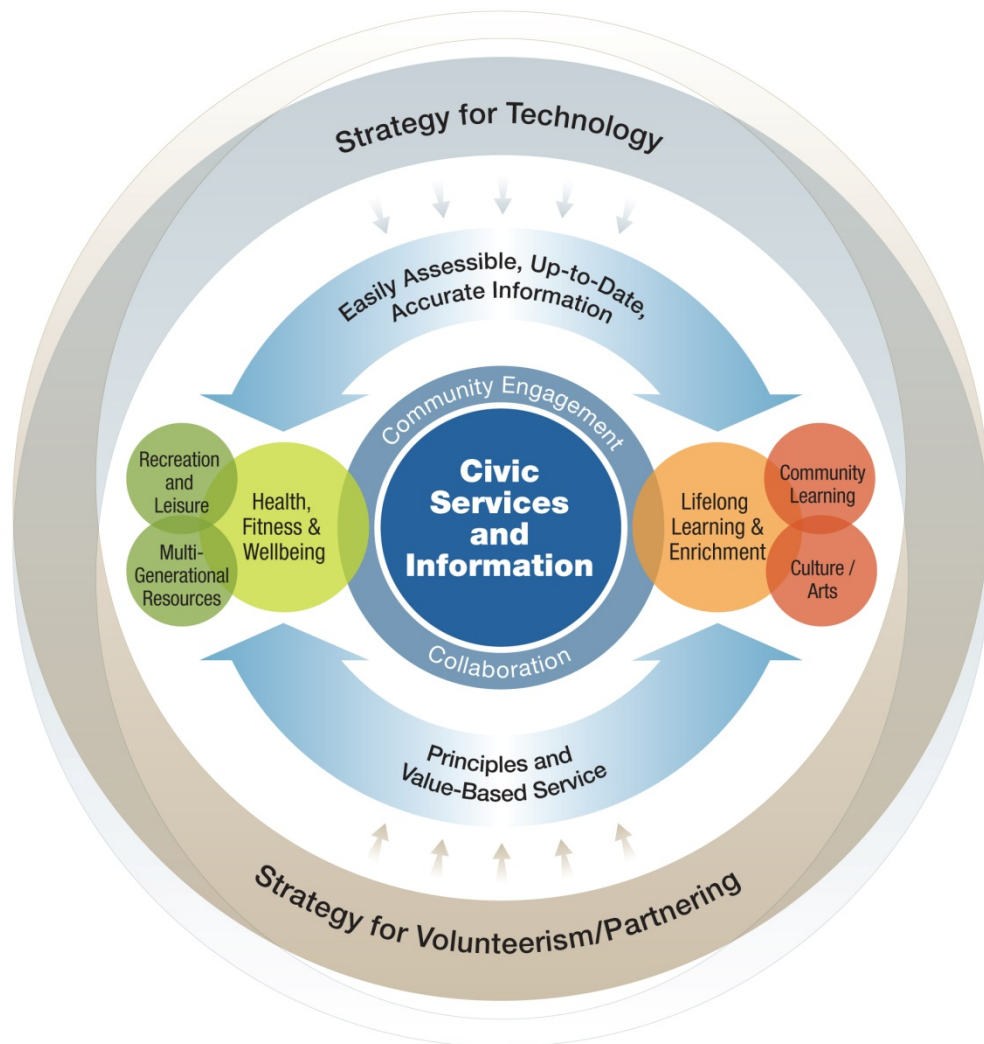
- Provision of accurate, up-to-date information
- Self service capabilities for the public, thus allowing for staff to provide higher levels of service
- Virtual connectivity of all departments to the public and internally
- Parks and Recreation programs registration
- Community learning



II. Service Model

Operational Concept Model

The operational goals as an additional layer of information expresses a more comprehensive view of the Service Concept Model. Strategically incorporating a partnering relationship with Community Volunteerism and Technologically Advanced Systems enhances the Community Center’s ability to provide the variety and level of services and information needed within the community. The quality of the Multigenerational Resources and Culture/Arts Experiences the Community Center can provide is supplemented more by volunteerism and partnering and Recreation and Leisure and Community Learning stand to benefit more by Technology. However, the interaction of both operational elements enhances the structure of services provided as a whole.



III. Community Center Services

Introduction

Community Center Services need to be generally defined as the stepping stone to architectural space programming for the Master Planning effort. By defining the services that the City is currently, or planning on, providing in response to the community's needs and aligning those services to the Service Needs and Priorities, a clear path can be drawn between the community's needs and the proposed services to be delivered by the City.

The Service Matrix below lists in alphabetical order the proposed services for the Community Center. The service need and priority that is met through the service offering is highlighted. The service delivery method and primary, secondary and support organizations for the delivery of the services are then outlined to the far left of the matrix.

Outsourced services refer to services that the City provides but outsources to a service delivery organization that is outside of City staff. **Service Provided by Others** refers to services that the City does not provide through either its staff or through other sources that are contracted with the City.

Items identified with * indicate new services.



III. Community Center Services

Service Matrix

Service Type	Civic Services and Info.	Community Engagement	Lifelong Learning	Health, Fitness & Wellbeing	Primary	Secondary	Partner
911 Emergency Center	●				Police		
Access to Books and Media	●				Service Provided by Others		Santa Clara County Library
Access to eResources	●				Service Provided by Others		Santa Clara County Library
Access to Technology	●				Service Provided by Others		Santa Clara County Library
Accessible Play Equipment		●		●	Recreation		
Adult Education and Training			●	●	Recreation		Mountain View/Los Altos High School District (Adult Education Program)
Adult Lap Swimming				●	Outsourced	Recreation	Los Altos Pool Foundation
Adult Master Swimming				●	Outsourced	Recreation	Los Altos Pool Foundation
Adult Programming		●	●		Service Provided by Others		Santa Clara County Library
Advanced Planning (Special Studies, Specific Plan, Parking Policy, etc.)	●				Community Development		
Affordable Housing Administration	●	●			Community Development		
Animal Control Services (Intervention Programming)	●				Outsourced		City of Palo Alto



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Service Type	Civic Services and Info.	Community Engagement	Lifelong Learning	Health, Fitness & Wellbeing	Primary	Secondary	Partner
Architectural & Environmental Review	●	●			Community Development		
Arts and Crafts Classes			●		Recreation		
Budgeting	●				City Admin.		
Building Inspection	●				Community Development		
Business Licensing	●				City Admin.		
Business Partnership Program (Prevention Program)				●	Police		
Cable TV	●				Outsourced	City Admin.	Comcast
Café and Food Service	●	●			Outsourced		
Canine Program (Enforcement Programming)	●				Police		
Capital Improvement Program	●				Engineering		
CDBG Administration	●	●			Community Development		
Child Care		●			Service Provided by Others		Children's Corner
Children's Recreation Programming			●		Recreation		
Children's Library Programming		●	●		Service Provided by Others		Santa Clara County Library
*Choral Programming		●	●			Recreation	
City Services Storage	●				City Admin.		
City Webpage	●				City Admin.	Offsite Host	
Code Enforcement (Intervention Programming)	●				Community Development		
Community Development	●	●			Community Development		



III. Community Center Services

Service Type	Civic Services and Info.	Community Engagement	Lifelong Learning	Health, Fitness & Wellbeing	Primary	Secondary	Partner
Community Emergency Response Team (CERT) (Intervention Programming)	●				Police		
*Community Services Referral	●	●					Other Agencies & Service Organizations
Community Theater		●	●		Outsourced	Recreation	Bus barn
Community Youth Programs				●	Outsourced	Recreation	Los Altos Pool Foundation
Competition Events				●	Outsourced	Recreation	Los Altos Pool Foundation
Concessions				●	Outsourced	Recreation	Los Altos Pool Foundation
Council and Commissions Communication	●	●			City Admin. and City Manager	City Clerk & City Attorney	
Crossing Guard Program (Enforcement Programming)	●				Outsourced		Private Vendor
Customer Service	●				Police		
Dance			●	●	Recreation		
DARE Program (Prevention Program)			●	●	Police		
Disaster Response (Intervention Programming)	●				Police		
Drug Disposal Program	●				Police		
Economic Development	●	●			Community Development		
Emergency Management (Intervention Programming)	●				Police		
Emergency Operations Center (Intervention Programming)	●				Police		
Public Safety Enforcement	●				Police		



III. Community Center Services

Service Type	Civic Services and Info.	Community Engagement	Lifelong Learning	Health, Fitness & Wellbeing	Primary	Secondary	Partner
Facility and Infrastructure Maintenance and Repairs	●				Engineering		
Fees Collection and eBusiness	●				City Admin.		
Field Sports		●		●	Recreation		
Fire Department Services	●				Outsourced		Santa Clara County Fire District
Found Property and Evidence Intake	●				Police		
General Plan Development	●	●			Community Development		
Health and Wellness Programming				●	Outsourced	Recreation	Outsourced
Historic Preservation	●				Community Development		
Indoor Fitness and Exercise				●	Recreation		
Indoor Recreation		●		●	Recreation		
Intervention Programming		●			Police		
Investigative Services (Intervention Programming)	●				Police		
Law Enforcement	●				Police		
Lectures		●	●			Recreation	
Lifeguard Training			●	●	Outsourced	Recreation	Los Altos Pool Foundation
*Local Agency and Community Services Liaison	●	●			City Admin.		
Local History Education			●		Outsourced	Recreation	Los Altos History Museum
Local History Exhibits			●		Outsourced	Recreation	Los Altos History Museum
Meetings and Conferences		●			Recreation		



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Service Type	Civic Services and Info.	Community Engagement	Lifelong Learning	Health, Fitness & Wellbeing	Primary	Secondary	Partner
Meetings and Conferences		●			Service Provided by Others		Santa Clara County Library
*Movies		●	●			Recreation	
*Music		●	●			Recreation	
*Neighborhood Services (Prevention Program)				●	Police	Volunteer	
Neighborhood Traffic Management Program	●	●			Engineering		
Neighborhood Watch (Prevention Program)		●		●	Police		
Nutritional Education			●	●	Recreation		
Outdoor Agricultural Exhibits			●		Outsourced	Recreation	Los Altos History Museum
Parking	●				Engineering		
Parking Administration	●				Community Development		
Parking Enforcement (Enforcement Programming)	●				Police		
Partner Organization Storage	●				Recreation		
Patrol Services (Enforcement Programming)	●				Police		
Permit Issuance for Public Right of Way	●				Engineering		
Planning and Building Development Review and Permitting	●				Community Development		
Playgrounds for ages 0-5		●		●	Recreation		
*Playgrounds for ages 5 and up		●		●	Recreation		
Police Services	●				Police		
Pool Catering and Refreshment		●		●	Recreation		



III. Community Center Services

Service Type	Civic Services and Info.	Community Engagement	Lifelong Learning	Health, Fitness & Wellbeing	Primary	Secondary	Partner
Preschool Education					Service Provided by Others		
Preschool Programming		●		●	Recreation		
Prevention Programming	●				Police		
Property and Evidence	●				Police		
Public Exterior Gathering		●			Recreation		
Public Reception	●	●			City Admin.		
Recreational and Lap Swimming				●	Outsourced	Recreation	Los Altos Pool Foundation
Sanitary Sewer Administration and Maintenance	●				Engineering		
School Resource Officer (Prevention Program)			●	●	Police		
Senior Daycare				●	Outsourced	Recreation	Outsourced
Senior Indoor Recreation				●	Recreation		
Senior Lunch Service				●	Recreation		
Senior Programming			●	●	Recreation	Outsourced	
*Senior Safety Services (Prevention Program)				●	Police	Volunteer	
Swim Facility Showering and Changing				●	Outsourced	Recreation	Los Altos Pool Foundation
Small Group Exterior Gathering		●					
Solid Waste Collection and Recycling	●				Engineering		
Special Events Permits and Management	●				Police		
Special Operations (Enforcement Programming)	●				Police		
Special Programs and Events		●		●	Outsourced	Recreation	Los Altos Pool Foundation
Strategic Planning and Consulting	●	●			City Admin.		



III. Community Center Services

Service Type	Civic Services and Info.	Community Engagement	Lifelong Learning	Health, Fitness & Wellbeing	Primary	Secondary	Partner
Street Maintenance and Administration	●				Engineering		
Summer Recreation and Family Activities		●		●	Outsourced	Recreation	Los Altos Pool Foundation
SWAT / Hostage Negotiators (Enforcement Programming)	●				Police		
Swimming Lessons			●	●	Outsourced	Recreation	Los Altos Pool Foundation
Technology Training			●		Service Provided by Others		Santa Clara County Library
Teen Programming		●	●		Service Provided by Others		Santa Clara County Library
Theater		●	●		Service Provided by Others	Recreation	
Therapeutics				●	Outsourced	Recreation	Los Altos Pool Foundation
Traffic Enforcement (Enforcement Programming)	●				Police		
Traffic Engineering	●				Engineering		
Traffic Services (Enforcement Programming)	●				Police		
Urban Runoff Administration	●				Engineering		
Vision and Mission Development	●	●			City Admin.		
Volunteer Coordination		●			City Admin.		
Volunteer Program		●		●	Police		
Water Exercise Programs				●	Outsourced	Recreation	Los Altos Pool Foundation
Water Feature (as a supervised play area for younger children)		●		●	Outsourced	Recreation	Los Altos Pool Foundation
*Webcasting	●	●			City Admin.		



III. Community Center Services

Service Type	Civic Services and Info.	Community Engagement	Lifelong Learning	Health, Fitness & Wellbeing	Primary	Secondary	Partner
Wedding and Events Rentals	●	●			Outsourced	Recreation	Los Altos History Museum
Wellness Clinic				●	Outsourced	Recreation	Outsourced
*Youth Services Program (Intervention Programming)	●				Police		
Youth Theater		●	●		Outsourced	Recreation	Los Altos Youth Theatre
Zoning Administration	●				Community Development		





IV. Recommended Next Steps

Next Steps for Service Plan Development

<p><i>Introduction</i></p>	<p>As the City works to establish the next steps in the development of the Service Plan for the City, it is recommended that several more detailed studies be accomplished, which are listed below.</p> <p>It is also recommended that a more detailed level of benchmarking and best practices study be completed to allow City staff and Advisory Board Members to experience real life examples of other Community Centers and similar community services. These studies and benchmarking activities will provide important background information for decision making during the programming phase of the Master Planning effort.</p>
<p><i>Technology Plan</i></p>	<p>Development of an in-depth technology plan will be necessary in the future in order to implement the level of access to information and seamlessness of a central point of access to services anticipated by the Community Center service and operational goals.</p>
<p><i>Partnering Strategy</i></p>	<p>The City of Los Altos is unique in the way that it currently provides services through a high level of community engagement and partnering with service organizations and volunteerism. This method of service delivery through partnering is expected to be maintained if not increased in the future.</p> <p>Identification of potential partner organizations that may be able to deliver specific outlined services for the Community Center should be undertaken. The Service Matrix should be used as a guide to services the City intends to have others deliver, and what type of organization it is anticipated will deliver those services.</p>
<p><i>Cost/Recovery Study</i></p>	<p>It is suggested that an economic analysis be developed with a specialty consultant group for the Community Center facilities to determine cost recovery mechanisms and budgeting. In addition, operational planning for this facility that takes into account users and planned market rate information will validate that the proposed program will be recoverable.</p>
<p><i>Environmental Sustainability Plan</i></p>	<p>Development of a strategy for incorporating environmentally sustainable practices in both the facility development and the operational aspects of the Community Center will be critical to achieving the goal. It is proposed that this be developed along with the Master Planning of the site in order to maximize the impact of this aspect of the Community Center vision.</p>



IV. Recommended Next Steps

Moving Forward – Outstanding Issues

Introduction

The community needs assessment and plan of service efforts create the foundation for the functional requirements of the different elements that will comprise the Los Altos Community Center Master Plan. The next step will include development of a space program, with a level of detail appropriate to a master planning process. Identification of the total square footage anticipated for the future delivery of services, functional and technical requirements, as well as the relationships between the elements will inform the development of a physical site master plan associated with a conceptual cost model that accurately reflects the scope of the master plan project.

The Space Allocation Study completed in 2005 will become the starting point for the Space Program, and addresses in depth the functional and square footage requirements, as perceived at that time, for all city departments and programs. Within the programming effort, a gap analysis between the previous requirements and those envisioned as necessary to implement the new service delivery model will be conducted. For the existing programming elements, Council will need to establish general direction for the parameters of a cost recovery approach and model, rate structures as applicable, and the scope of dedicated, multi-purpose, and shared spaces.

However, not all site program elements that emerged through the Needs Assessment were considered or analyzed in that previous study. For those elements, the following should be addressed in the programming process.

Library

Library services have changed significantly since the last renovation of the library. These service improvements and evolutions present significant challenges in service delivery in the existing library. The Library Commission Expansion Committee engaged Page + Moris LLC to provide a Library Needs Assessment – a process that began prior and was conducted somewhat in parallel with the Master Planning Process. The Page + Moris report established a need for an expansion of the existing 28,000 sq. ft. Library to 39,000 sq. ft., with the following recommendations:

- Enlarge and adjust spaces to match demographic trends and support service priorities;
- Update building infrastructure to support service trends;
- Increase and improve shelving to house and display collections appropriately;
- Strengthen the Library's role as a community focal point; and



IV. Recommended Next Steps

Moving Forward – Outstanding Issues

- Provide sufficient and appropriate space for support activities, especially book sales and café

The Library Needs Assessment was presented to the Advisory Committee on March 21, 2008 for consideration.

Since the Library Assessment had begun prior to the commencement of the Master Plan work, it is important that further work be developed at the same level as the other Community Center services and facilities. The Library Needs Assessment creates the foundation for a Master Plan level program, which will align to the level of detail developed for other elements considered within the study. It is recommended that a Plan of Service for the Library be created prior to further detailed programming and eventual design and construction of an expansion.

The Master Plan Needs Assessment confirmed that the Library is of the upmost importance to the community and a central focus of achieving its stated goals. The **library program should consider renovation or new construction, as well as both a one and two story building option** so that further study of Library can be evaluated through the exploration of site scenarios which will include a key priority of creating connectivity to downtown.

Arts, Culture and Theater

This community considers the access to arts and cultural events as necessary to quality of life. The community input has illustrated a desire for a variety of events in appropriately designed venues that reflect the culture and pride of the community in its City. The distinct list that emerged as priorities includes movies, lectures, art exhibits, theater (to include youth), and performing arts (to include a variety of music events). Some of these might take place in a large, outdoor gathering place, as described below.

The master planning should explore a multi-use venue for arts and cultural activities and events within the Community Center Master Plan. The Needs Assessment currently defines the scope as a 150 to 200 fixed-seat facility with appropriate amenities to support the diverse performance types held in a venue of this size. The next step should be to **engage the services of a cultural arts and theater consultant** to validate the viability of the facility and define the master plan program information.

Soccer Fields

Outreach to date has shown that a series of priorities associated with soccer fields, and youth sports in general, have emerged. First, the community would prefer that the total availability of fields



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	<p>within the community be maintained. Second, there is a desire to upgrade the current soccer field at the Community Center site to be a regulation compliant field (for soccer), and to provide areas for spectators. For many, soccer would be the priority use of this field. The third priority would be to increase, whether at the site or elsewhere in the community the number of fields available for use. The Master Plan should first provide for a regulation soccer field, and secondly address the viability of integrating a second field onto the site. Other sites would have to be explored outside the master planning process. Council will eventually determine whether the Master Planning process should include investigation of a second soccer field. Further study of this option will be necessary in the development of site scenarios.</p>
<i>Tennis Courts</i>	<p>The City of Los Altos Recreation Department currently offers tennis at the Los Altos High School. The community believes tennis is an important recreational activity. However, maintenance of the LAHS Tennis Courts has become such an issue that players have found alternative locations to fill this need. Los Altos Tennis Club (LATC) currently moved their Interclubs to Cuesta Tennis Center in Mountain View. Since this recreation need could be met through more appropriate maintenance of existing courts, improved operations and maintenance of the existing courts is recommended vs. the addition of courts at the Community Center.</p>
<i>Swimming Pool</i>	<p>The Needs Assessment revealed a strong need to have a community pool and the desire to make it a priority for the Community Center site. After further study and presentation by the Los Altos Community Pool Foundation, the two-pool option (one lap pool and one water pool) with the inclusion of a water play feature that was in the original EIR report for the original pool proposal is felt to best meet the needs of the community. This option serves all age groups, builds on the concept of therapeutic services and appears to provide the best model for cost recovery. Further study by the Los Altos Community Pool Foundation of their Maintenance Cost Recovery Model should be conducted to ensure that they will be able to operate and maintain the facilities after construction. That organization should also develop a Plan of Service and Operational Plan for the facility. The facilities program reflects the services and operations, and in this case intended to support cost recovery. Council will need to determine the level of financial contribution that would be considered to assist in the funding of pool construction.</p>



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Baseball Field The community appreciates the availability of a Minor League play within the Community Center property and sees it as a priority for the future Master Plan. The **current field size could be supplemented with a batting cage and storage space** to improve service delivery and operations. If a Major League Field was established on the site, then more land would be required as well as greater setbacks from adjacent uses. There was not a strong emphasis for these services in the Needs Assessment and the continuation of Minor League play with improved facilities would be an appropriate service response.

Parking The **master planning process will explore a combination of surface, underground and above-ground (structured) parking** to meet the parking requirements of the site.

Orchard Through the outreach and assessment process, a range of opinions were voiced with regard to the Orchard. A minority felt that the orchard should remain in its current location, with the understanding that the condition needed to be improved. More felt that the orchard should be moved and incorporated adjacent to the History House and History Museum to create an interpretive display of a working orchard within the historical context. The majority opinion was that the orchard should be a symbolic (non-fruit bearing) celebration of the heritage of agriculture within the community, which could be distributed at key points throughout the Community Center site.

The Master Plan should further **explore the viability of the symbolic orchard** prior to determining its disposition within the physical site master plan.

Community Gathering Space The community has a strong desire to come together in a variety of spaces and places throughout the site, and support the vision for the Community Center of a park like setting with the addition of a large public gathering place for community celebrations and events. A **plan for expanding usable open space** on the site should be developed to give parameters for achieving open space and community gathering space goals.

Senior Housing Through the needs assessment process, senior housing surfaced as a key issue for the community. **Council will need to consider if use of current property to meet that need is appropriate** and if this might be an element of a future finance strategy for the Community Center, either through city development, land lease, or sale.



