



**TOWN OF LOS GATOS
SENIOR SERVICE COMMITTEE SPECIAL MEETING
JANUARY 10, 2023
TELECONFERENCE
5:00 P.M.**

*Richard Konrad, CHSSC Committee Member
George Rossmann, CHSSC Committee Member
Jeffrey P. Blum, CHSSC Committee Member
Eleanor Yick, CHSSC Committee Member
Pradeep Khanal, CHSSC Committee Member
Catherine Somers, Chamber Committee Member
Maia Bernholz, CHSSC Youth Commission Committee Member
Kathy Mlinarich, Service Provider Committee Member*

*Tom Picraux, Chair/Community Leader Committee Member
Lisa Lenoci, Service Provider Committee Member
Maureen Heath, Vice Chair/Community Leader Committee Member
Nancy Pearson, Service Club Committee Member
Diana Miller, County Committee Member
Brennan Phelan, Healthcare Committee Member
Committee Member/Mayor, Ristow
Committee Member/Council Member, Hudes*

IMPORTANT NOTICE

This meeting is being conducted utilizing teleconferencing and electronic means consistent with Government Code Section 54953, as Amended by Assembly Bill 361, in response to the state of emergency relating to COVID-19 and enabling teleconferencing accommodations by suspending or waiving specified provisions in the Ralph M. Brown Act (Government Code § 54950 et seq.). Consistent with AB 361 and Town of Los Gatos Resolution 2021-044 this meeting will not be physically open to the public and the Council and/or Commissioners will be teleconferencing from remote locations. Members of the public can only participate in the meeting by joining the Zoom webinar (log in information provided below).

PARTICIPATION

To provide oral comments real-time during the meeting you must join the meeting:

- **Zoom Webinar:** <https://losgatosca.gov.zoom.us/j/82023441079?pwd=QkQ4TEU2YnVDdjVLdDVqMCtacXVBdz09>
Passcode: 651436. Alternatively, you can join by going to the Zoom application sign in and entering the meeting ID number: 820 2344 1079 and the passcode 651436.
- **Join by Telephone:** Dial: USA 877 336 1839 US Toll-free or USA 636 651 0008 US Toll
Conference code: 686100

During the meeting:

- When the Chair announces the item for which you wish to speak, click the “raise hand” feature in Zoom. If you are participating by phone on the Zoom app, press *9 on your telephone keypad to raise your hand. If you are participating by calling in, press #2 on your telephone keypad to raise your hand.
- When called to speak, please limit your comments to three (3) minutes, or such other time as the Chair may decide, consistent with the time limit for speakers at a Council meeting.

If you are unable to participate in real-time, you may send an email to Clerk@losgatosca.gov with the subject line “Public Comment Item #__” (insert the item number relevant to your comment) or “Verbal Communications – Non Agenda Item.” Comments will be reviewed and distributed before the meeting if received by 3:00 p.m. on the day of the meeting. All comments received will become part of the record. The Chair has the option to modify this action on items based on comments received.

**TOWN OF LOS GATOS
SENIOR SERVICE COMMITTEE REGULAR MEETING
JANUARY 10, 2023
TELECONFERENCE
5:00 P.M.**

RULES OF DECORUM AND CIVILITY

To conduct the business of the community in an effective and efficient manner, please follow the meeting guidelines set forth in the Town Code and State law.

The Town does not tolerate disruptive conduct, which includes but is not limited to:

- addressing the Committee without first being recognized;
- interrupting speakers, Committee members, or Town staff;
- continuing to speak after the allotted time has expired;
- failing to relinquish the microphone when directed to do so;
- repetitiously addressing the same subject.

Town Policy does not allow speakers to cede their commenting time to another speaker. Disruption of the meeting may result in a violation of Penal Code Section 403.

REMOTE LOCATION PARTICIPANTS

The following Committee Members are listed to permit them to appear electronically or telephonically at the Senior Service Committee meeting: *Committee Member Konrad, Committee Member Pearson, Committee Member Somers, Youth Commission Committee Member Bernholz, Committee Member Blum, Committee Member Rossmann, Committee member Yick, Committee Member Khanal, Committee Member Mlinarich, Committee Member Lenoci, Committee Member Picraux, Committee Member Heath, Committee Member Miller, Committee Member Phelan, Committee Member/Mayor Ristow, Committee Member/Council Member Hudes.* All votes during the teleconferencing session will be conducted by roll call vote.

MEETING CALL TO ORDER

ROLL CALL

COMMISSIONER REPORTS

CONSENT ITEMS (TO BE ACTED UPON BY A SINGLE MOTION)

1. Approve the Senior Service Committee Special Meeting Minutes of December 19, 2022

VERBAL COMMUNICATIONS (*Members of the public may address the Senior Service Committee on any matter that is not listed on the agenda consistent with the Participation instructions contained on page 1 of this agenda. Unless additional time is authorized by the Chair, remarks shall be limited to three minutes.*)

OTHER BUSINESS *(Up to three minutes may be allotted to each speaker on any of the following items consistent with the Participation instructions contained on page 1 of this agenda.)*

2. Review and Approval of the Draft Roadmap Report and Council Presentation
 - a. Roadmap Draft Report – Attachment 1
 - b. Roadmap Appendix – Attachment 2
3. Discuss Committee follow-up actions and next meeting

ADJOURNMENT

IN COMPLIANCE WITH THE AMERICANS WITH DISABILITIES ACT, IF YOU NEED SPECIAL ASSISTANCE TO PARTICIPATE IN THIS MEETING, PLEASE CONTACT THE CLERK DEPARTMENT AT (408) 354-6834. NOTIFICATION 48 HOURS BEFORE THE MEETING WILL ENABLE THE TOWN TO MAKE REASONABLE ARRANGEMENTS TO ENSURE ACCESSIBILITY TO THIS MEETING [28 CFR §35.102-35.104]

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**TOWN OF LOS GATOS
SENIOR SERVICE COMMITTEE**

MEETING DATE: 01/10/2023

ITEM NO: 1

DRAFT

**Minutes of the Senior Service Committee Meeting
December 19, 2022**

The Senior Service Committee of the Town of Los Gatos conducted a regular meeting utilizing teleconference and electronic means consistent with Government Code Section 54953, as Amended by Assembly Bill 361, in response to the state of emergency relating to COVID-19 and enabling teleconferencing accommodations by suspending or waiving specified provisions in the Ralph M. Brown Act (Government Code § 54950 et seq.) and Town of Los Gatos Resolution 2021-044 on Monday, November 28, 2022, at 5:03 p.m.

MEETING CALLED TO ORDER AT 5:03 P.M.

ROLL CALL

Present: Committee Member Pearson, Committee Member Picraux, Committee Member Miller, Committee Member Heath, Committee Member Lenoci, Committee Member Yick, Committee Member Rossmann (left 6:24), Committee Member Somers (left 5:55), Committee Member/Council Member Hudes and Committee Member Konrad, (all participating remotely).

Absent: Committee Member Blum, Committee Member Khanal, Committee Member Phelan, Committee Member Mlinarich, Committee Member/Mayor Ristow, and Youth Commissioner Bernholz

Also Present: Assistant Town Manager Andrews

COMMITTEE MEMBER REPORTS

- Chair Picraux and Vice Chair Heath met with Councilmember elect Rob Moore and Councilmember Rennie to provide an update on the Senior Committee.

CONSENT ITEMS (TO BE ACTED UPON BY A SINGLE MOTION)

1. Approve the Senior Service Committee Special Meeting Minutes of November 28, 2022

MOTION: Motion by Committee Member Pearson to approve the Consent Items. Seconded by Committee Member Konrad.

VOTE: Motion passed with a vote of 10-0-6 (Committee Members Blum, Phelan, Khanal, Mlinarich, Committee Member/Mayor Ristow, and Youth Commissioner Bernholz were absent)

VERBAL COMMUNICATIONS

None

OTHER BUSINESS

2. Discussion Regarding Roadmap Development
 - a. Roadmap Draft Report – Attachment 1
 - b. Roadmap Appendix – Attachment 2

Chair Picraux provided an overview of the draft report. Committee member Hudes added additional insight into the structure of the report. Committee members asked questions of the Chair and Councilmember and received responses.

Subcommittee Chairs provided a Project Overview of each of the seven goals outlined in the report. Committee members provided comments for each of the goals.

Opened Public Comment

None

Closed Public Comment

3. Discussion and Action on Committee Schedule

Committee members discussed changing their regularly scheduled meeting to January 10, 2023.

ADJOURNMENT

The meeting adjourned at 6:35 p.m.

This is to certify that the foregoing is a true and correct copy of the minutes of the December 19, 2022 meeting as approved by the Senior Service Committee.

Arn Andrews, Assistant Town Manager



Senior Services Roadmap for Los Gatos

A Report Prepared for the Town of Los Gatos
by request of the Town Council



January 10, 2023

DRAFT

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Senior Services Roadmap for Los Gatos

A Report Prepared for the Town of Los Gatos
by request of the Town Council

Senior Services Committee

Tom Picraux, Senior Community Leader, Chair
Maureen Heath, Senior Community Leader, Vice Chair
Matthew Hudes, Council Member
Rob Rennie, Council Member & Mayor (Sept. 2021 - Apr. 2022)
Maria Ristow, Mayor & Council Member (Apr. 2022 – Jan. 2023)
Nancy Pearson, Service Clubs (Kiwanis)
Catherine Somers, Los Gatos Chamber of Commerce
Kathy Mlinarich, Service Provider (Live Oak Nutrition)
Lisa Lenoci, Service Provider (Live Oak Adult Daycare)
Diana Miller, County Department of Aging Representation
Brennan Phelan, El Camino Hospital
Dick Konrad, CHSSC (Chair in 2022)
George Rossmann, CHSSC (Chair in 2021)
Maia Bernholz/Arshia Mathur, CHSSC Youth Representatives
Eleanor Yick, CHSSC Member
Jeff Blum, CHSSC Member
Pradeep Khanal, CHSSC Member
Arn Andrews, Assistant Town Manager, Town Liaison

January 10, 2023



Executive Summary

The Senior Services Committee was created by the Town Council to study the needs of the older adult community. Issues laid bare by the pandemic and identified by the Community Health and Senior Services Commission (CHSSC) motivated this initiative. This Committee of stakeholders, including two Councilmembers and the CHSSC, was asked to prepare a roadmap for senior services, including a long-term vision and strategic plan. Over the past 15 months the Committee conducted extensive data gathering and outreach, including a survey of older households, stakeholder workshops, benchmarking of peer cities, and extensive community engagement.

This Roadmap provides a 10-year plan for revitalizing senior services for the community at-large in an age-friendly manner tailored for Los Gatos. Our vision is to create a community where older adults are engaged, valued and provided equitable opportunities to thrive in an environment that protects against isolation and promotes inclusion. Based on data, community input, and analysis, seven goals were chosen to achieve this vision:

- 1) Appealing & Inviting Facility (renovate or build)
- 2) Core Senior Services
- 3) Communication & Engagement
- 4) Volunteer Support & Engagement
- 5) Enhanced Transportation Options for Older Adults
- 6) Senior Housing – Information on Approaches & Options
- 7) Integrated Governance, Funding, & Accountability.

One, three, and 10-year goals were developed for each area as well as specific projects with milestones. By addressing these in priority order the goals can be achieved with sustainable Town investment and by engaging dedicated, talented members of our community. Significant leverage will be gained through community fundraising, volunteer engagement and government/foundation grants. At the end of 10 years our population of 55+ adults is anticipated to be nearly 1/3 of our Town. Our goal is to move from a Town with one of the regionally lowest, least-coordinated efforts for senior services to a thriving age-friendly Town where older adults provide substantial contributions and support. First steps identified to achieve these long-term objectives are:

- Engage Town commissions to support Roadmap goals
 - CHSSC (Communications & Engagement Ad Hoc Committee)
 - CSTC (Senior Trans.)
 - Parks (Community Garden)
- Sustainably support core senior services:
 - Town: social, educational, healthy living activities provided by LGS Recreation

- Community: grants to services (Live Oak Nutrition, WVCS, re-establish Adult Day Care, etc.)
- Council facilitates formation of an independent community Older Adults Advisory Board with Town leaders and stakeholders (begin 10-year plan to create community center, establish non-profit 501(c)3 fundraising arm for facilities and senior services).
- Create a senior programs coordinator position (0.2 FTE) as the central point of contact for coordination of Town and community older adult services, initiatives, and accountability.
- Transition from planning to action by engaging the Senior Services Committee to jump-start year 1 projects and then sunset the Committee in 2023.

Other first year objectives include to engage volunteers and community organizations, enhance accountability by an annual assessment, and inventory senior housing opportunities.

Our study of peer cities indicates that this community Roadmap for senior services can bring substantial benefit to the Town of Los Gatos. The experience of Saratoga, Palo Alto, and Morgan Hill demonstrates that developing a robust senior services program through a city-community partnership can significantly increase resources for older adult programs without substantially increasing the cost to the city and with the benefits extending to all residents.

Overview

This section provides a high level overview of the Senior Services Roadmap for the Los Gatos community at large and the essential first steps required in year one to achieve the Roadmap's 10 year vision. It is a community plan, recognizing that the Town cannot provide all services.

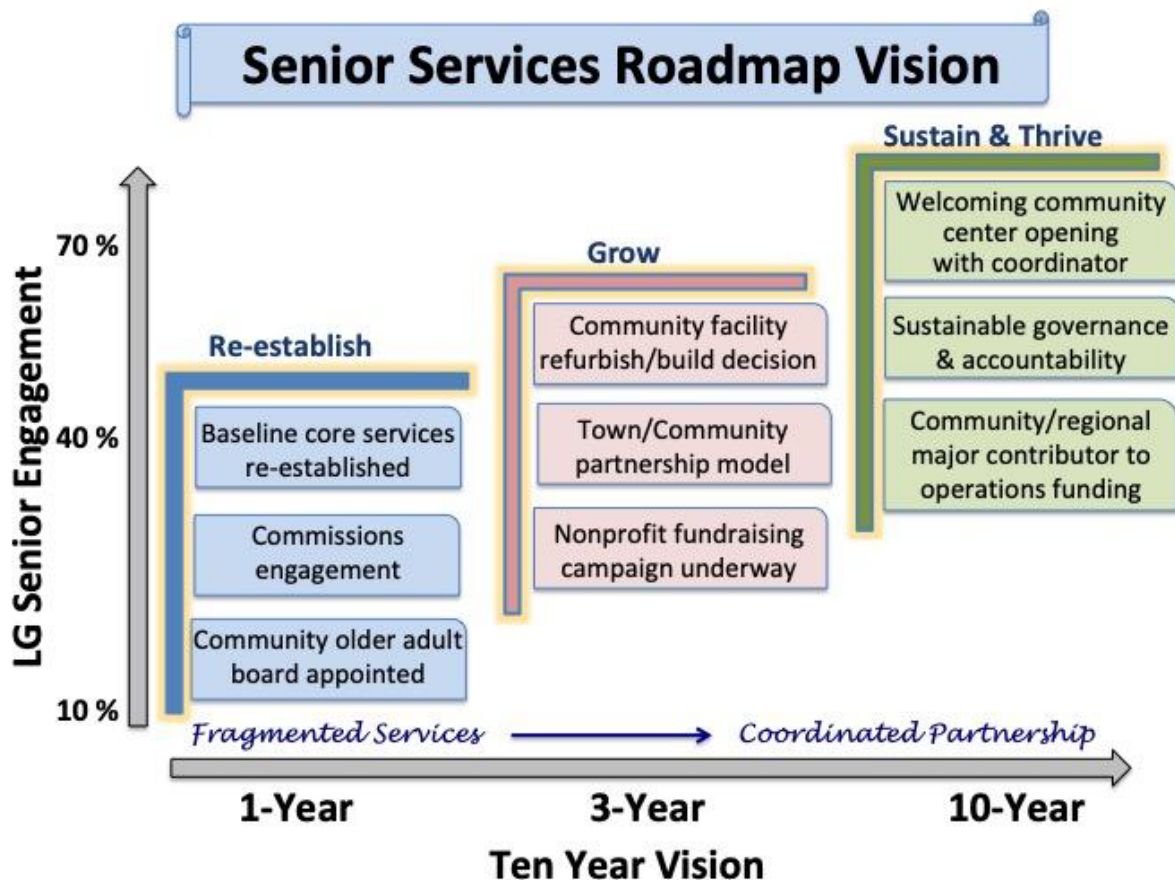
Roadmap 1-3-10 Year Vision

The 1-3-10 year goals of the Roadmap supports the vision for Los Gatos fully participating as an age-friendly community.

Our Roadmap for Senior Services vision includes a transition from fragmented



services to a coordinated partnership, including greater senior community engagement over the one-three-ten year period.



Year One Implementation

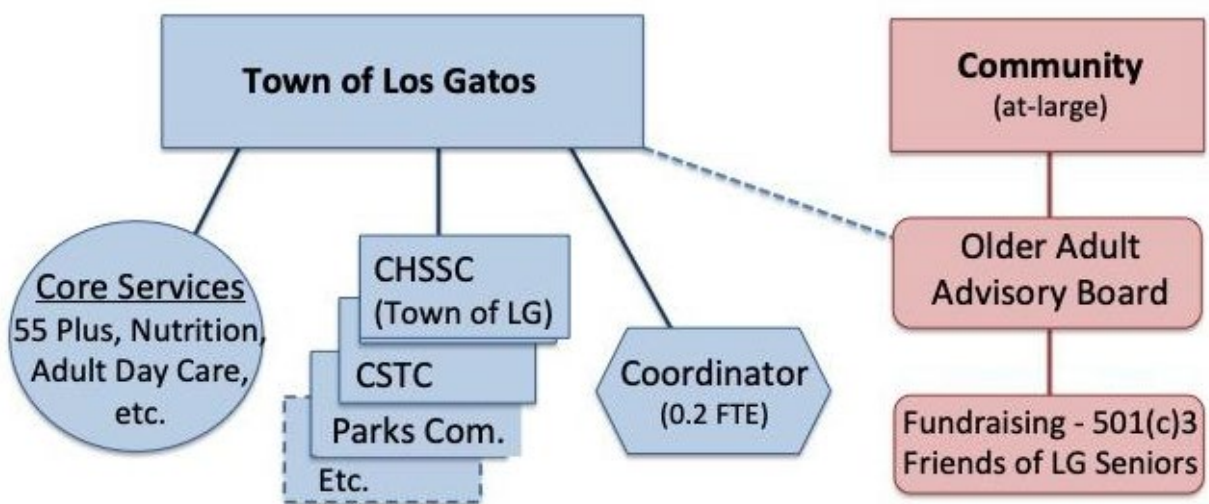
Much progress has been made over the last 15 months in planning, engaging the older adult population, and in gaining the enthusiastic support of community leaders. For this progress to not be lost there are several steps that the Town Council should take. Consistent with the Town's current financial environment these near term steps have been tailored to require limited financial investment to sustain the effort while beginning to put in place the community structure needed for future senior services support at the local, regional, and state level. Our benchmarking studies have shown that resources supporting senior programs and facilities can be greatly increased through such community efforts that serve to supplement limited municipal resources. These resource additions will be essential to achieve the 10 year vision of the Roadmap. Key steps requested of the Town Council to achieve this progress are:

- Engage commissions and ad hoc committees in support of the Roadmap goals (e.g., CHSSC for increased communication and engagement, CSTC for senior transportation, Parks Commission for Community Garden, etc.)
- Sustainably support core senior services:

- Town: social, educational, healthy living activities provided by LGS Recreation,
- Community: grants to services (Live Oak Nutrition, WVCS, re-establish Adult Day Care, etc.)
- Facilitate formation of an independent community Older Adults Advisory Board with Town leaders and stakeholders (develops initiatives, begins 10-year plan to create community center, and establishes non-profit 501(c)3 fundraising arm for facilities and senior services)
- Create a senior programs coordinator position (0.2 FTE) as the central point of contact for coordination of Town and community older adult services, initiatives, and accountability
- Transition from planning to action by engaging the Senior Services Committee to jump-start year 1 projects and then sunset the Committee.

The figure below provides a visual representation of these critical steps by the Town Council and the Community

Year 1 - Re-establish Baseline



Actions to Date

Background

As part of the Los Gatos Town Council's ongoing strategic priorities to enhance the lives of older adults the Council committed \$500,000 in grants from American Rescue Plan Act (ARPA) funds in April 2021 to non-profits for revitalizing older adult programs. Part of these proceeds were used for a first statistically valid survey of older adults, senior recreation and activity programs, and health fair support.

On August 3, 2021 the Los Gatos Town Council established a Senior Services Committee (SSC) to examine in depth the longer-term senior services issues initially presented by the Community Health and Senior Service Commission (CHSSC) and develop a road map for revitalizing senior services in Los Gatos. Council Resolution 2021-035 provided the SSC's charter:

“The Committee should develop a long-term vision and strategic plan through extensive community outreach, including workshops, that would culminate in a comprehensive report of how best to serve the needs of the Town's older adult community. The Committee should leverage the breadth of Committee membership and existing coalitions in the identification and prioritization of needs and develop recommended solutions. The Committee should take into consideration the value proposition of recommendations, estimated level of effort, potential providers and service provision models, availability and timing of service delivery, and future funding requirements;”

The SSC members were subsequently appointed by the Council to represent the following areas:

- Community Health and Senior Service Commission – Two (2) members Chair and Youth Commissioner
- Councilmembers – Two (2) Councilmembers
- Service Club Representation – One (1) member
- Chamber Representation – One (1) member
- Service Provider Representation – Two (2) members
- Senior Community Leaders – Two (2) members
- County Department of Aging Representation – One (1) member
- Healthcare Provider Representation – One (1) member

In September the membership was expanded from 12 to 16 to include all members of the CHSSC. A list of the members and the groups they represent is given in Appendix A.

The SSC held its first meeting in September 2021 and has subsequently met on a monthly basis (except for December 2021). Tom Picraux was elected as chair and Maureen Heath as vice chair. Subcommittees were established by the SSC in compliance with the Brown Act on an as-needed basis to carry out its specific tasks. A list of the subcommittees appointed, and their membership is given in Appendix B.

The Committee's initial action was to develop a plan to accomplish its tasks with an associated timeline. It then gathered the data necessary to make an assessment of the state of senior services in Los Gatos. This activity included supporting the first statistically valid survey of older adults in Los Gatos, holding workshops with community groups to hear input on unmet needs of older adults, and benchmarking senior services in Los Gatos relative to comparable towns and cities elsewhere. The resulting findings were then used to establish a set of seven goals for enhancing future senior services in Los Gatos. Activities needed to support these goals were subsequently identified and used to develop detailed projects for each goal, as well as the requirements and

resources needed to meet these goals. This information was then assembled into this Senior Services Roadmap for delivery to the Town Council in January 2023.

In all of the Committee's work its considerations and recommendations have been guided by the Town's diversity, equity and inclusivity goals. We are committed to all of these goals in all our roadmap goals, valuing all community members, regardless of religion, immigration status, ethnicity, race, disability, gender, sexual orientation or gender identity. We strive to ensure all community members feel safe, respected and comfortable to be themselves and express all aspects of their identities and oppose any attempts to undermine the safety, security and rights of any members of our community. In addition the Committee has embraced Los Gatos's previous goals in becoming an Age-Friendly City and the Committee has developed its recommendations consistent with the WHO and AARP age-friendly cities initiative that encourages promoting opportunities for older people to participate fully in town life (active aging), to continue to live independently for as long as possible in their community, and to live in a community where people of all ages are engaged, valued and afforded equitable opportunities to thrive.

Throughout the Committee's work the Town Council has approved key milestones developed by the Committee to assure alignment with the Council's objectives. The following section provides an overview of the key milestones accomplished by the Committee in developing the data needed to establish a long-term road map. In the course of the Committee's work to develop long-term goals it became apparent that there were some short-term actions that could be taken immediately. These actions not only benefited our older adults but also served to provide valuable insights in the development of the longer-term goals.

Key Milestones

During the fall of 2022 the Committee developed the following vision and mission for a Senior Services Roadmap. The Town Council approved these guiding principles in February 2022.

Vision

"CREATING A COMMUNITY WHERE OLDER ADULTS THRIVE

Our vision is to create a community where older adults are engaged, valued and provided equitable opportunities to thrive in an environment that protects against isolation and promotes inclusion."

The Vision is illustrated on the following page



Mission

Our mission is to provide an age-friendly community that:

- Provides resources and facilities for older adults to live full and healthy lives with volunteer and leadership opportunities that provide a sense of purpose, connection and belonging.
- Promotes physical activity and physical, cognitive, mental and spiritual health for socially enriching lives.
- Promotes adequate and healthy nutrition through community programs.
- Embraces walkable spaces with safe, accessible and affordable transportation.
- Promotes increased participation and communication with the older adult community.
- Partners with local agencies that provide services and assistance for older adults, creating a network that supports public information that delivers services in a coordinated and collaborative manner.
- Ensures accountability by measuring and monitoring the results of our efforts to provide services for older adults.

The Committee also developed a work plan for development of the road map, which is given in Appendix C.

Benchmarked Survey

The Saratoga Area Senior Coordinating Committee (SASCC) was funded to implement and manage the administration of this Community Assessment Survey for Older Adults (CASOA) by POLCO in partnership with the National Resource Center (NRC), and the Committee participated in that effort. SASCC previously worked with POLCO to

conduct the CASOA survey in Saratoga. CASOA provides a statistically valid survey of the strengths and needs of older adults as reported by older adults themselves.

Aspects of livability are explored within six community dimensions:

- Community Design,
- Employment and Finances,
- Equity and Inclusivity,
- Health and Wellness,
- Information and Assistance, and
- Productive Activities.

Overall community quality is assessed also. The report is intended to enable local governments, community-based organizations, the private sector, and other community members to understand more thoroughly and predict more accurately the services and resources required to serve an aging population.

The Committee worked with SASCC to develop the CASOA survey for Los Gatos and the survey was launched in early February 2022. The survey concluded in mid-March 2022. A total of 2,400 households with an adult member 60 years or older were randomly selected to receive the survey. Completed surveys from 529 older adults were obtained, providing an overall response rate of 22.0 % and a margin of error +/- 4.26%. An open participation survey was also offered and a total of 102 additional surveys were received and found to be consistent with the statistically validated random survey.

The objectives of the survey were to determine Town strengths that support older adults, to determine needs or gaps in services and to determine potential future needs. Goals of this study were:

- Immediate: planning, resource allocation, advocacy, increased engagement.
- Intermediate: implement programs to meet needs, increase the number of quality programs, and implement effective policies.
- Long Term: foster a community of older adults that are healthier, engaged, empowered, independent, productive, and vibrant.

The Survey Report of Results consisting of 173 pages was received in April 2022. How older residents of Los Gatos viewed their community overall and how likely they are to recommend and remain in Los Gatos provides a high-level overview of the quality and livability of the community:

- Over 9 in 10 of older residents living in Los Gatos rated their overall quality of life as excellent or good. Most of the older residents surveyed scored their communities positively as a place to live and would recommend their communities to others. More than three-fourths said they planned to stay in the community throughout their retirement.
- Older residents tended to give lower scores to their communities as places to retire than they do to the overall quality of life in their community. About 7 in 10 respondents provided assessments of excellent or good to the community as a place to retire.

Overall Community Quality



Place to Live and Retire

88 / 100



Recommend and Remain in
Community

78 / 100

Community readiness was assessed through a series of older resident ratings in the six different livability domains and the summarized ratings are given below. The areas of community livability found to be strongest in Los Gatos were Safety, Physical Health, Community Inclusivity, and Social Engagement, while the areas showing the largest need for improvement were Housing (affordability, options, and accessibility issues), Employment (opportunities and quality), Information on Older Adult Services (more than 50% reported lack of available information on older adult services, programs, and activities), Independent Living (ability to continue living in one's home), and Mental Health (depression, isolation, anxiety and memory loss).

Also, there was a lower rating for “new urbanism”, where older adults desire to live close to places where they can eat, shop, work and receive services. One more important gap was noted related to caregiving, where over 1/3 of respondents reported providing care for someone 55+. Los Gatos does not have an adult day care service, long-term care services information is lacking, and a future crunch is predicted for caregiving support.

Survey results are illustrated below:

Community Design



Housing

21 / 100



Land Use

68 / 100



Mobility

68 / 100

Employment and Finances



Employment

30 / 100



Finances

54 / 100

Equity and Inclusivity



Community Inclusivity

71 / 100



Equity

62 / 100

Health and Wellness



Health Care

63 / 100



Independent Living

30 / 100



Mental Health

41 / 100



Physical Health

79 / 100



Safety

84 / 100

Information and Assistance



**Information on Available
Older Adult Services**

50 / 100



**Quality of Older Adult
Services**

66 / 100

Productive Activities



Caregiving

Scoring not applicable



Civic Engagement

75 / 100



Social Engagement

79 / 100

The survey also assessed the economic contribution older adults make through employment and caregiving. It estimated that older residents in Los Gatos contribute \$188 million annually to their community through paid and unpaid work. The complete survey can be found at <https://drive.google.com/file/d/1W8-VVqgF2FJckT8tQcC8lArka4e1L04M/view> .

An index detailing the areas covered by the survey is given in Appendix D.

Community Workshops

During its formation the Senior Services Committee was encouraged to engage and 'energize' the Town regarding the future of Senior Services as it learned about the needs of older adults in Los Gatos. Community outreach subcommittee members determined that a series of Community Workshops to reach out to various older adult communities in Los Gatos would be a valuable form of engagement and learning about needs. The workshops were organized to increase awareness in the community of the Committee's official survey to boost response and at the same time to gain additional insights into specific local interests and concerns of our older adult residents. We believed and continue to believe that the responses to an open discussion of what people liked and what they felt was missing in a focus-group like setting would help add ideas and insights to the higher-level knowledge gained from our official survey findings. We recognize that holding the workshops with existing groups necessarily means that we are sampling a particular demographic of an active and engaged older population. However, these participants are also more likely to be early adopters and engage in new programs as we seek to build senior services.

Members Nancy Pearson and Catherine Somers conducted the workshops. Using a theme of re-imagining senior services the participants were asked to think about what things would enrich their lives and those of their friends, family, and neighbors. The Town's effort to revitalize senior services and to encourage participation in the survey was described. They were then asked to talk about the top three things that they would like to see the Town offer seniors and the three things that the Town needs to do better. Responses were noted and are summarized below. The workshops typically lasted 30 minutes.

Workshops were conducted between January and April with the following groups: Lions Club, Kiwanis Club, Los Gatos/Saratoga Service Providers, Democracy Tent, History Club, Live Oak Nutrition, El Sombroso Oaks (walking the community), Rotary (noon), Rotary (morning), 55 Plus Adult Rec., Terraces, and the Los Gatos Interfaith Council.

Key findings from the Workshops are:

Communication: with complaints ranging from having no communication during the pandemic to simply not knowing where to go or who to reach out to, it became apparent that communications to the older adult community was one of the biggest gaps. In addition, there were many requests for a 'one-stop-shop' hub of information. Needs ranged from how to find transportation, how to get a meal delivered, how to find a reliable handyman etc., to how to find out what is going on in Town and how to participate in group activities. Interest was also noted in the mountain communities with such residents asking that they be included in communications.

Transportation: older adults who no longer drive had many questions and

concerns about transportation. These concerns were related to timing (e.g., last minute appointments needs) to coverage (e.g., does RYDE serve the mountain communities?) to cost (e.g., for just a needed short ride. One woman at the Terraces couldn't get a ride to her church in Saratoga, as it was outside the range served for their vehicles and she didn't know who to reach out to for help (which goes back to communication)

Technology: whenever we asked about email/internet ability, the response varied, generally based on age. Younger seniors were fine with being on email lists, while older seniors preferred print and regular mail. Many said that they would like to be taught how to use their mobile phones properly, as well as social media (especially Facebook) and devices for reading, such as Kindles. They would love for the younger generations to help them.

Socialization: people generally want a place to go, perhaps to share a meal, play a game, listen to music...socialize. Many also expressed a desire to volunteer. Some notable quotes were:

“Everyone enjoys...everyone needs...a sense of belonging.”

“Volunteering is better than working...and has other effects too, such as building friendships and keeping busy in mind and body...”

Cities Benchmarking

To better understand the status of senior services in Los Gatos, services and spending (mostly pre-pandemic) for Los Gatos older adults were benchmarked against seven other peer communities by a benchmarking subcommittee. The peer communities were the cities of:

- Campbell,
- Cupertino,
- Los Altos/Los Altos Hills,
- Morgan Hill,
- Palo Alto,
- Princeton (NJ),
- Saratoga.

Benchmarking areas were selected around four categories: 1) Environment; 2) Purpose, Connection and Belonging; 3) Healthy Living – Physical, Cognitive and Mental Health; and 4) Coordinated Network of Providers.

A summary overview of the cities benchmarking results is given below where green, yellow, and red indicate qualitative high, medium, and low scoring by the subcommittee. Total community senior funding and the municipal component of that funding are given across the top of the chart for each city, as well as the senior 60+ total and percentage populations (based on census numbers). The AARP Senior Livability Index is also given. Results for Los Gatos are given with and without abatements provided during

the pandemic. Services highlighted in pink (column on the left) are judged to be particularly important areas for older adults. Detailed benchmarking results for each of the cities studied are given in Appendix E.

		Los Gatos*	w/o abatement	Los Altos**	Palo Alto	Princeton NJ	Cupertino	Morgan Hill	Saratoga	Campbell	Peer Avg
	Total Community Budget	\$ 610,000	\$ 360,000	\$ 343,000	\$ 1,664,645	\$ 778,000	\$ 1,439,451	\$ 591,000	\$ 1,370,000	\$ 498,000	
	Per Senior	\$87	\$52	\$56	\$125	\$149	\$162	\$93	\$192	\$91	\$124
	Municipal Portion of Budget	\$ 335,000	\$ 85,000	\$ 343,000	\$ 1,084,058	\$ 270,511	\$ 1,289,451	\$ 340,000	\$ 70,000	\$ 283,000	
	Per Senior	\$48	\$12	\$56	\$81	\$52	\$145	\$53	\$10	\$52	\$64
	Senior Population	6,974	6,974	6,101	13,303	5,208	8,876	6,368	7,142	5,489	
	Percentage	21%	21%	20%	19%	17%	15%	14%	23%	13%	17%
Category	Service	* Includes \$250K Rent Abatement and does not include \$500K one-time ARPA funding									\$250,000
AARP Senior Livability Index		56	57	61	60	59	57	56	57		58.1
Environment	Safe, accessible and walkable space	Hi	Hi	Med	Hi	Hi	Med	Med	Med		
	Affordable Transportation	Med	Hi	Hi	Hi	Med	Hi	Hi	Hi		
	Senior Services Facility	Low	Hi	Hi	Hi	Med	Hi	Hi	Hi		
	Senior Services Staffing	Low	Med	Hi	Hi	Med	Med	Hi	Hi		
	Available Parks, Open Space, and Public/Social Spaces, close location,	Hi	Hi	Hi	Hi	Med	Med	Med	Hi		
	Personal Safety, crime rate, home call programs, walking safety	Hi	Hi	Low	Hi	Low	Med	Hi	Med		
	Emergency and Disaster Preparedness	Hi	Hi	Hi	Med	Hi	Med	Med	Hi		
	Help in Home Maintenance	Med	Low	Hi	Low	Low	Med	Med	Med		
Purpose, Connection, and Belonging	Participation and Communication with Older Adult Community	Low	Med	Hi	Hi	Med	Med	Hi	Med		
	Network of Information/Hub	Low	Med	Hi	Hi	Hi	Med	Hi	Med		
	Service Force and Volunteer Opportunities	Med	Med	Hi	Hi	Med	Med	Hi	Med		
	Opportunities for Education, Culture, Reading, and Arts	Med	Hi	Hi	Hi	Hi	Med	Hi	Med		
	Participation in Current Affairs, Politics, and Civic Groups, History club, etc	Med	Hi	Hi	Hi	Hi	Med	Med	Hi		
	Technology Proficiency Assistance for Access to Internet for Social, Shopping, Entertainment, programs,	Med	Low	Hi	Hi	Hi	Med	Hi	Med		
	Employment Opportunities for 60+	Low	Low	Med	Med	Low	Low	Med	Low		
	Promoting inclusivity in all of our 60+ programs (applies to all services)	Med	Med	Hi	Hi	Med	Med	Med	Med		

On the following page is a summary overview of cities benchmarking comparison for the categories of Environment and Purpose and for Connection and Belonging.

	Los Gatos*	w/o abatement	Los Altos**	Palo Alto	Princeton NJ	Cupertino	Morgan Hill	Saratoga	Campbell	Peer Avg
Total Community Budget	\$ 610,000	\$ 360,000	\$ 343,000	\$ 1,664,645	\$ 778,000	\$ 1,439,451	\$ 591,000	\$ 1,370,000	\$ 498,000	
Per Senior	\$87	\$52	\$56	\$125	\$149	\$162	\$93	\$192	\$91	\$124
Municipal Portion of Budget	\$ 335,000	\$ 85,000	\$ 343,000	\$ 1,084,058	\$ 270,511	\$ 1,289,451	\$ 340,000	\$ 70,000	\$ 283,000	
Per Senior	\$48	\$12	\$56	\$81	\$52	\$145	\$53	\$10	\$52	\$64
Senior Population	6,974	6,974	6,101	13,303	5,208	8,876	6,368	7,142	5,489	
Percentage	21%	21%	20%	19%	17%	15%	14%	23%	13%	17%

Category	Service	*Includes \$250K Rent Abatement and does not include \$500K one-time ARPA funding								\$250,000
Healthy Living/Physical, Cognitive, and Mental Health	Nutrition, meals, meals on wheels, etc.	Hi	Hi	Hi	Med	Low	Hi	Med	Med	
	Mental and Behavioral Health Programs	Med	Med	Hi	Hi	Hi	Low	Med	Med	
	Adult Day Care and Caregivers (Dementia Care)	Med	Low	Hi	Med	Hi	Low	Hi	Low	
	Fitness/Recreational Facilities & Programs (exercise, meditation, wellness, healthy living, etc.)	Med	Hi	Hi	Hi	Hi	Med	Hi	Hi	
	Affordable Quality Housing - Seniors	Med	Med	Med	Low	Med	Med	Low	Low	
	Continuing Living Facilities, different residence models	Med	Med	Hi	Low	Med	Med	Med	Med	
Coordinated Network of providers	Accountability and Measurement, annual report on senior services, surveys, etc., transparency in plans and results, metrics	Low	Hi	Hi	Hi	Low	Med	Med	Hi	
	Participation in Publicly Available Senior Programs outside the city	Med	Med	Med	Low	Med	Med	Med	Low	
	Volunteer coordinator	Low	Med	Hi	Hi	Hi	Med	Hi	Med	
	Affordability of Membership/Event Cost	Low	Med	Med	Hi	Med	Hi	Hi	Med	
		= Essential services that are frequently within the scope of senior services programs								
		*Los Gatos Includes \$250K Rent Abatement and does not include \$500K one-time ARPA funding								
		**Los Altos We think the budget is artificially low due to availability of financial reporting								

Observations based on these results and some of the key gaps they reveal for Los Gatos are provided later in the report. Also, as part of the benchmarking studies and the subcommittees work on the roadmap goals related to facilities and governance, several other city community centers with senior services facilities were visited. A summary of facility visits is provided on the following page.

Comparing Other City Community Centers and Governance Models

Facility and Governance subcommittees members made visits to community centers in Los Altos, Palo Alto (Avenidas), and Morgan Hill.

The visits provided an opportunity to examine the uses of senior services space and to hold detailed discussions with local leaders on their governance, funding, and accountability processes. The discussions afforded an excellent opportunity to better understand facility utilization and to review the history, successes, and issues in creating and managing new facilities and supporting senior services.

The visits revealed three distinct operating models:

The Los Altos facility is a newly completed community center with dedicated space for senior programs. It is a city-operated model with community input.

The Palo Alto facility, Avenidas, is in a remodeled 1960s police station that has undergone three major renovations and has a substantial endowment seeded by two legacy donations of homes. It is a non-profit-operated model with city input and coordination.

The Morgan Hill facility is a community center with dedicated space for senior programs that was built in the mid-2000's. It is a mixed model for operation and funding involving a partnership between non-profits and the city.

"Visiting these facilities really opened our eyes to what was possible and what it took to achieve new or remodeled facilities." M. Hudes.

Explore Selected New Initiatives and Community Engagement

As part of the Work Plan finalized in January 2022 the Committee planned to conduct several exploratory activities in the community to gain further insights into how to increase engagement. One long-standing need was for more convenient and better information on local senior services, one of the goals in Los Gatos' Age Friendly Cities initiative. The Committee worked with the CHSSC to help support its 2022 goal to create an online information hub for senior services. The CHSSC and LGS Rec 55 Plus worked together and now have a first version of the online HUB. These results have demonstrated the clear benefit of continuing to refine the HUB as a valuable source of information for older adults and the entire community.

A second exploratory initiative was partnering with the service clubs in Town to work as a coordinated group of clubs to initiate events. One example was to explore opportunities to increase social activities of interest to older adults. Working with the Committee a monthly "First Fridays" social meet-up was initiated with the Palms restaurant on their patio in October 2022. The response was beyond expectations with about 50 seniors in attendance each month. The events also provided an opportunity for service club representatives to promote community volunteering.

A third successful effort to engage the community in a social setting for older adults was

the Committee's reception held in partnership with the 55 Plus program in April 2022. The reception celebrated the completion of the Committee's benchmark survey, workshops and cities benchmarking and served as an outreach to inform the community about the Committee and the results of its data collection activities. "The ARC Bar" reception served to transform the Adult Recreation Center and make it a special evening of social engagement. The attendance was far larger than anticipated with nearly 150 people attending. Independent of the Committee but with its members supportive engagement LGS Recreation re-launched the 55 Plus program which had been shut down due to the pandemic with a Town Council 2022 ARPA grant. With the effective efforts of the new 55 Plus manager the program rapidly grew participation over the course of 2022 to over 600 members, more than twice previous pre-pandemic levels.

Another exploratory activity is The Producers program at KCAT TV, also funded by a Town Council 2022 ARPA grant. This program for 55+ volunteers trains participants in all aspects of TV and radio production and has had good response.

These exploratory efforts demonstrated that there is a tremendous appetite for social engagement, as well as recreational and learning activities, in the Los Gatos older adult community. Outreach also revealed a range of different socialization interests, with different groups seeking different venues and types of activities ("one size does not fit all"). Multiple future ideas came from this community engagement, including new social events, bringing service clubs into the mix, and finding new opportunities for volunteering and promoting senior services. The results of the exploratory engagement efforts strongly confirmed the data collected from the surveys, workshops and cities benchmarking efforts.

Roadmap Goals

After gathering data from the array of sources summarized above, the Committee analyzed results and conducted a study session to discuss and reach a consensus on the critical goals the roadmap must address to revitalize senior services and achieve its vision. These goals are:

Goal 1 - Appealing and Inviting Facility (Renovate or Build)

Goal 2 - Core Senior Services

Goal 3 - Communications and Engagement

Goal 4 - Volunteer Support and Engagement

Goal 5 - Enhanced Transportation Options for Older Adults

Goal 6 - Senior Housing - Information on Approaches and Options

Goal 7 - Integrated Governance, Funding, and Accountability for Senior Services

Our studies show a new community facility will enable the enhancing and energizing of all senior services. Second, core senior services are essential to senior programs. Third, our studies show that communications of needed information and engagement of the older adult community are essential to a successful senior services program. Fourth, a robust volunteering element provides for a vibrant community and greatly enhances engagement. Next, transportation and housing are of the utmost importance to seniors

and their ability to age in place for an age-friendly city. Finally, governance, funding, accountability are required for a sustainable program.

The selected roadmap goals were presented to Town Council and approved in June 2022. At that time Goal 2 and 3 were two separate goals, Communications and Information Access and Increased Engagement in Social, Educational and Healthy Living Activities. However, as the goals were studied further and roadmap timelines and projects developed it was determined that there was considerable synergy and overlap between community and engagement, while core senior services were not well represented in a single goal. Thus the first two areas were merged and the latter area developed into a single goal. These goals will be described later in detail in Section V along with the projects proposed to implement the goals and the 1-3-10 year vision for their success.

Development of Roadmap 1-3-10 Goals, Milestones and Timeline

As a culmination of all the data gathering and analysis work the Committee completed its work in the second half of 2022 by developing and documenting the Senior Services Roadmap. Subcommittees were appointed for each roadmap goal area and expert guest participants were invited to participate; guests included representation from the Complete Streets and Transportation and the Planning Commissions, the 55 Plus program, and Jewish Family Services. Each subcommittee developed detailed 1, 3, and 10-year milestones for their area. Bullet points were included for each milestone to provide clarifying background. These documents were then used to develop specific projects for each milestone objective to provide key elements that would need to be addressed for that milestone and the timescale for each of the elements. The work of the goals subcommittees was then integrated together by the roadmap writing committee. The intent of including specific milestones and projects for each goal is to provide a starting point for any future commission, committee, or ad hoc group to understand the Committee's thinking and use simply as a starting point as they develop a plan for that goal area. The detailed 1-3-10 Year milestones and project documents along with their timeline are presented in a subsequent section of the report.

Participation

The Committee acknowledges and expresses their appreciation to the many people and commissions who have contributed valuable information to this report.

Tylor Taylor, Saratoga Area Senior Coordin. Comm.	Ellen Schwartz, Princeton, NJ
Lisanne Kennedy, LGS Recreation 55 Plus Manager	Lee Fagot, Democracy Tent
Bob Buxton, CST Commission	Vikki Pearce, History Club of Los Gatos
Jeff Thompson, CST Commission	Debbie Vasquez, Morgan Hill
Ali Miano, CST Commission	Cricket Rubino, Morgan Hill

Jeffrey Barnett, Planning Commission	John Sink, Avenidas, Palo Alto
Ann Peterson, Live Oak Adult Day Services	Bridget Matheson, Los Altos
	Mary Jo Price, Los Altos
Arn Andrews, Los Gatos, Committee Liaison	Laurel Prevetti, Los Gatos Town Manager

Senior Services Ecosystem in Los Gatos

Population

According to the US Census Bureau there were 6685 adults 65 or older in 2020 representing about 20.2 % of the Los Gatos population. For comparison there were only 15.2% 65+ in the state of California. The 65+ in Los Gatos was approximately 15% in 2000, 18% in 2010, 20% in 2020. The population of older adults is growing in Los Gatos and there have been projections that this demographic will reach 30% by 2030. This growth in the percentage of older adults suggests that by the end of this 10-year roadmap plan for senior services the number of people over 55 could represent nearly 1/3 of the Town's population.

Key Services and Communities

The Goal 2, Core Senior Services, of this Roadmap is focused on maintaining essential services in the Town for older adults. These services are provided by a community of providers that extend beyond the boundaries of Los Gatos. The Town's older adult community ranges from those who are in the upper income level to those who struggle to meet basic needs. Essential services are especially critical for those in the lower economic income range. Services address needs in the areas of nutrition and food security, transportation, housing, adult day care and caregiver support, information on available resources and social work support, and the availability of social, recreation, education, and healthy living activities.

Service Providers Directory

A listing of non-profit and community organizations located locally and providing services that include older adults is given in Table 4. These groups provide essential core services to many of our seniors in Los Gatos. In many cases these local organizations work with and significantly extend the important benefits provided by county, state, and federal programs such as Meals on Wheels, Sourcewise (SCC's Area Agency on Aging), SCC Nutrition Program, etc. During 2022 the Town of Los Gatos provided grant support to supplement the operations of: Live Oak Senior Nutrition Service Center, Next Door Solutions to Domestic Violence, and West Valley Community Services. The Town also provided contracts to SASCC (Outlook monthly newspaper

and health fair), LGS Recreation (55 Plus senior program and rent relief) and KCAT TV (The Producers senior program) from federal ARPA funds during 2022.

Organization	Address	Website	Services
Addison-Penzak Jewish Community Center	14855 Oka Rd. Los Gatos	apjcc.org	Exercise, recreation, healthy living & wellness, arts & culture, community engagement
CADRE (Collaborating Agencies Disaster Relief Effort)	2731 North First St. San Jose	cadresv.org	Network of organizations that provide community emergency preparedness information
El Camino Health	815 Pollard Rd, Los Gatos & 2500 Grant Rd, Mountain View	www.elcaminohealth.org	Hospital community programs, transportation services, mental health and addiction services
Embodied Recovery	20 S Santa Cruz Ave # 319, Los Gatos	embodiedrecovery.com	Outpatient mental health and addiction treatment services
Good Samaritan Hospital	2425 Samaritan Dr. Los Gatos, CA	goodsamsan jose.com	Hospital community programs, addiction services, mental health
House of Hope – Calvary Church	16330 Los Gatos Blvd. Los Gatos. CA	www.calvarylg.com/local	Food bank, hot meals, legal counseling, financial aid, grief counseling
Jewish Family Services of Silicon Valley	14855 Oka Road #202 Los Gatos, CA	www.jfssv.org/services.html	Food bank, financial aid, legal counseling, grief support, holocaust, refugee assistance, senior care
LDS Church	15985 Rose Ave. Los Gatos, CA	jesus-christ-of-latter-day-saints-churches.cmac.w s/church-of-jesus-christ-of-latter-day-saints-los-gatos-ward/13755/	Refugee settlement, employment services, addiction programs, Bishop Storehouse food & grants, emergency preparedness
LGS Recreation	208 E. Main St. Los Gatos, CA	www.lgsrecreation.org	Community social, educational, and recreational activities through 55 Plus senior program

Live Oak Adult Day Care [currently closed]	111 Church St. Los Gatos, CA	liveoakadultdaycare.org	Senior adults day programs, social, games, exercises
Live Oak Senior Nutrition Service Center	111 Church St. Los Gatos, CA	lgumc.org/live-oak-senior-nutrition-center/	60+ age, Lunches, Excess food availability, and social/emotional/healthy living supplemental support
Los Gatos Chamber of Commerce	10 Station Way Los Gatos, CA	www.losgatoschamber.com	Programs/events to strengthen, promote businesses, enhance quality of life
Los Gatos Community Health and Senior Services Commission	110 East Main St. Los Gatos CA	www.losgatosca.gov/278/Community-Health-Senior-Services-Commission	Supporting and coordinating community health and senior services needs
Next Door Solutions to Domestic Violence	234 E. Gish Rd. #200, San Jose	www.nextdoorsolutions.org	Supports victims of domestic violence and their families
S.A.I.L. Health Concierge		sailhealthconcierge.com	Aging in place services, concierge medicine, planning
Saratoga Area Senior Coord. Council (SASCC)	19655 Allendale Ave. Saratoga, CA	www.sascc.org	Senior center, RYDE transportation program, adult day program, Outlook community newspaper for seniors
St. Luke's Outreach Program	20 University Ave. Los Gatos, CA	stlukeslg.org/pantory/	Soup kitchen, spiritual, social, homeless showers, ministry
St. Mary's Immaculate Conception Church	219 Bean Ave. Los Gatos, CA	stmaryslg.org/los-gatos-homeless-st-luke	Spiritual, financial aid, home/hospital visitation
West Valley Community Services	10104 Vista Dr. Cupertino, CA	www.wvcommunityservices.org	Food bank, case management, housing support, financial aid, social engagement

Los Gatos Senior Service Providers Directory. (Courtesy of the West Valley Service Providers network, T. Picraux, coordinator, December 2022)

Town Grants to Non-Profit Service Providers

The Town has maintained a grant process for many years in support of local arts enrichment and core community services. The core services grants provide supplemental support to help maintain essential services in the community to residents in need by local non-profit organizations. This program accepts grant opportunities for review and recommendation by the Arts and Community Health and Senior Services

Commissions with final selection and approval by Town Council. During the FY 2022-23 support was provided for non-profits with services which include in part older adults:

- Live Oak Senior Nutrition: \$22,000/yr
- West Valley Community Services: \$20,000/yr
- Next Door Solutions To Domestic Violence: \$10,000/yr
- NAMI Santa Clara County (mental health services): \$7,500/yr
- Bay Area Housing Corp (home modifications for disabilities): \$7,500/yr

During the FY 2021-22 support was also provided to the Live Oak Adult Day Services at \$13,000 but was not provided during FY 2022-23 due to continuing post-pandemic closure of the center. Also in FY 2021-22 one-time grants were provided to Parents Helping Parents (\$10,000), Methodist Church showers (\$10,000), and also to West Valley Community Services for \$10,000.

Special one-time ARPA Supplement grants for senior services post-pandemic recovery were provided by the Town Council during FY 2021-22 to:

- LGS Recreation 55 Plus: \$328,500
- KCAT TV: \$100,000
- SASCC: \$71,500.

Provider to Service Matrix

The table below provides a matrix of main services to service providers for a partial listing of community service providers in Los Gatos. Note that Live Oak Day Services is listed but has not yet reopened. This matrix can serve to initiate a comprehensive directory of services and providers that our older adult community can access.

	Town of Los Gatos	LGS Rec	SAS CC	County of Santa Clara	Live Oak Nutrition	Live Oak Day Care	Meals on Wheels	Chamber of Commerce	KCAT	West Valley Community Services
Case Management										✓
Communication	✓	✓	✓	✓				✓	✓	
Recreation		✓			✓			✓		
Education		✓							✓	

Nutrition				✓	✓		✓			✓
Housing										✓
Transportation			✓							
Adult Day Services						✓				

Service Assessment

Cities strive to provide a set of core services to meet essential needs of older adults. For some residents these greatly enhance their quality of life while for others services may provide an essential safety net. While many services are provided or supplemented by regional, state, or federal sources, the extent and quality of these services often depend on local initiative. This qualitative assessment of our Town's services has been based on our benchmarking of other cities in comparison to Los Gatos.

A particularly high area of services are our meals programs. These programs include the non-profit Live Oak Nutrition weekday lunches which also often include opportunities for socialization and exercise activities. The county-wide Meals on Wheels program is also available to all qualifying older adults and disabled residents. Other areas that rank well are emergency preparedness for meeting disaster events for Town residents and personal safety for all residents. In addition, the Town Council has taken an active role in addressing senior services needs over the past year, however Town support of senior services or coordination staffing is lower than in peer cities.

In 2009, the Town restructured its support for senior services through a Lease Agreement in which LGS Recreation was given rent relief in return for providing some specific services for older adults. LGS Recreation serves a broad community and range of age groups within Los Gatos and Saratoga. While LGS Recreation is currently providing a set of services for the Town's older adults, the actual services provided have evolved since the original agreement, and at times services have deteriorated when the financials of LGS Recreation have been insufficient to support those services. The three school boards that established LGS Recreation through a Joint Powers Authority, do not have an older adult constituency, rather a youth-oriented student constituency. This relationship does not represent a strong alignment between the interests of the Town's older adult community and the governance of LGS Recreation, an important provider of services to our older community. Transportation is an area that is at the mid-level with the RYDE program providing scheduled weekday senior transportation at a sliding scale. There is a need for weekend and evening ride programs, possibly served by an on-demand shuttle service. Areas that rank at a lower level include educational/technology/life skills training and employment opportunities. Caregiver support and adult day services also rank lower with adult day services not yet opened

after the pandemic. Also, while mental health services for residents are provided primarily by local hospitals and non-profits, studies are showing that the community, including older adults, would greatly benefit from a nearby regional health clinic (for example in the West Valley) that provided additional services and a nearby source of support.

One area that ranked low at the beginning of our study but has been rapidly improving due to the use of \$500,000 investment in ARPA funds by the Town Council is social and recreational opportunities. As a result of this support the adult recreational program of LGS Recreation has increased its participation by over 100% compared to pre-pandemic levels. Combined with exploratory social events initiated by this Committee, such as First Fridays, it is estimated that engagement in social and recreational programs has reached over 10 % of the older adult population, demonstrating the possibilities of growth for senior engagement. Also, a new ARPA-supported program was initiated to teach TV and radio production by seniors. Another area which has shown improvement is that of information and communication targeted to older adults. The Outlook monthly newspaper provided by SASCC provides specific Los Gatos information. A Los Gatos weekly, the Los Gatan, provides community information. Also, efforts by the CHSSC in partnership with LGS Recreation 55 Plus and this Committee has resulted in the creation of an information HUB that is providing increased awareness of senior services, demonstrating the successes that can be achieved by revitalizing senior services in Los Gatos.

Gaps and Unmet Needs

Observations of key points learned for the peer cities from the Committee's city benchmarking work are summarized below.

Los Altos/Los Altos Hills

- New \$35m facility funded by the City
- No membership fee
- Paid transportation
- **Medium participation rate**

Palo Alto

- Modern senior facility
- Wide range of choices of activities
- Organized and transparent about finances
- **High participation rate**

Princeton, NJ

- Provided by non-profit: 70% from contributions, 19% from City revenues and 11% fees
- City makes annual contribution
- **High participation rate**, including from surrounding communities

Cupertino

- Services differ because of higher homogeneity of ethnic population
- City budget is considerably higher within the peer group
- **Medium participation rate**

Morgan Hill

- Good integration of senior services and senior center into the city's community center
- Well organized community programs that supplement senior services
- City and charitable foundation funded through senior center with volunteers
- **High participation rate**

Saratoga

- Coordinated governance & management of programs with central accountability by local entity (SASCC)
- Services are funded primarily from outside grants and contributions
- Independent non-profit operates with small (5%) support from the City. Funding tripled since 2016
- City is actively informed & Council participates on Board of Directors of non-profit. Strong board
- **High participation rate**

Campbell

- City converted high school into Community Center with pool & outdoor fitness area - used by many LG residents
- Goals are set and measured on city website
- City funded and run through rec department with 3.5 employees supporting senior programs
- **High participation rate**

These observations can be contrasted to those for Los Gatos below.

Los Gatos

- Among the **highest** quality walkability, parks, personal safety, emergency preparedness, and meals program of peer group
- Active engagement of Council in effort to improve the Town's senior services
- Unique arrangement: Services primarily provided by community education organization funded by in-kind facility use fee-relief from Town
- Secondarily provided by volunteers and non-profits with some funding by Town grants
- Informal coordination of services through community grants with minimal direct governance
- Among the lowest senior staffing, participation rate, information availability, accountability, and volunteer coordination among peer group
- **Least attractive** and functional senior activity center of peer group

- **Lowest per senior budget** of peer group on both a total community basis and municipal spend basis
- Relatively high cost of individual events/programs combined with moderate cost annual fee
- **Low participation rate**

Some key gaps apparent from these observations are the low participation rate of older adults in Los Gatos, low budget expenditures, inadequacy of the senior center, and lack of coordination or accountability of senior service programs. We note that the Los Gatos 55+ program has achieved rapid improvement in enrollment during 2022 (from approximately ~300 prepandemic to ~600 participants currently). However, there is still significant room for improvement in senior programs reaching a larger percentage of older adults in Los Gatos. Community response to the Committee's and CHSSC's short term efforts (the information Hub, First Fridays, engagement of groups) suggest that there is a large untapped potential in Los Gatos to enhance and expand opportunities for and participation by older adults.

Los Gatos One-Three-Ten Year Roadmap Goals, Projects, and Milestones

The Committee organized its seven goals into 1 year, 3 years, and 10 years activities and then used these activities to develop specific projects for each goal area with associated timelines and milestones. The projects are intended to serve as descriptive information and insight into the Committee's learning. These projects provide a starting point for consideration by commissions, committees and community non-profits in implementing the goals of the Roadmap. An overview of the seven goals, an overview for the 1-3-10 year activities, and the projects with milestones to accomplish these goals are presented below. The 1-3-10 year vision activities detail is presented in Appendix F.

Goal 1 - Appealing and Inviting Facility (Renovate or Build)
Subcommittee - Heath (chair), Blum, Hudes, Lenoci, Picraux

This goal is to renovate or build a community facility including older adult space/services. develop plans, fund, and implement a revitalized community center with dedicated space for older adult programs. Currently, the ground floor of the building at 208 E. Main Street is being used for the older adult recreational/social programs by the LGS Recreation organization. This facility and the space available are insufficient, as judged by the Committee and based on the feedback received in peer city reviews. The decision to renovate or build a new community facility that includes older adult space/services will be decided as part of this goal.

Age-friendly communities have spaces that are welcoming where residents can come together to engage in social, educational, and enriching activities. Community centers which either include or are dedicated to the needs of older adults provide an important focal point for residents and are found in all our benchmarked cities. Approaches to building or refurbishing facilities are many, but in every case the approaches have required a concerted, long-term effort with deliberate planning. This area would address:

- More welcoming building with adequate multipurpose space than currently exists. A portion of the facility dedicated to meet the needs of older adults
- A funding strategy, fund-raising mechanisms and a 501(c)(3) Friends of Seniors entity to provide long-term support
- Coordinated community strategy and support for development of senior facilities
- Intergenerational space for meetings, clubs, community events, recreational, cultural, educational, learning, health education and information services
- Deliberate evaluation of effectiveness and value of investment in existing facilities
- Evaluate multiple use options and how Town assets might be utilized in the creation of a community facility

The 1-3-10 Year Activities Overview:

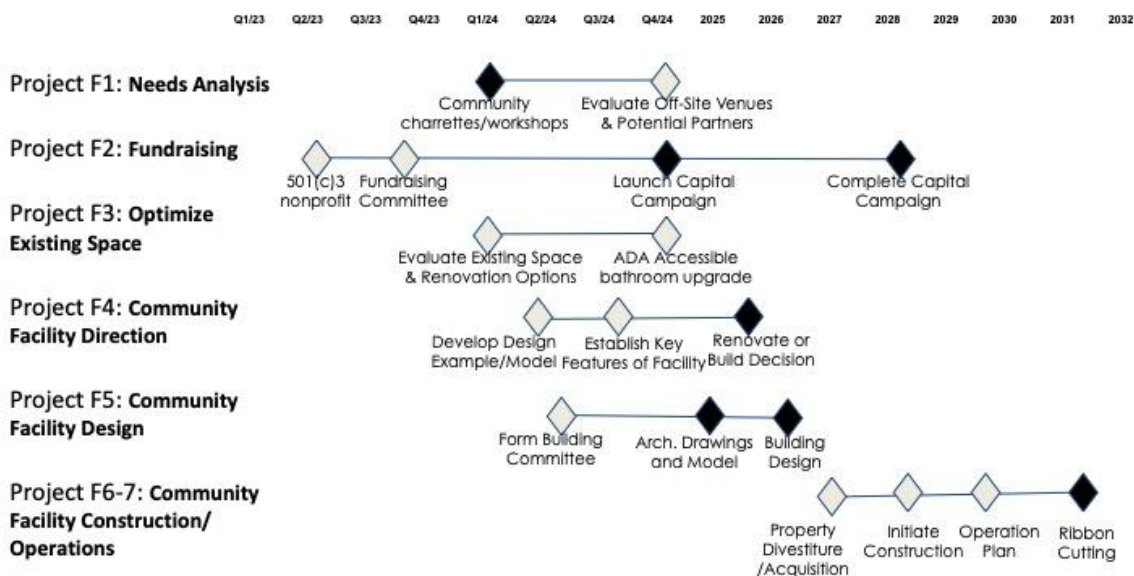
One Year - Form facilities advisory committee, explore fundraising options, establish a 501(c)3 non-profit for facilities and services, and optimize interim repairs to existing facility

Three Year - Develop 3 models for community center, perform feasibility study, make, fix or build decision (selecting from 3 models), form building committee, and begin substantial fundraising

Ten Year - Ensure ample quality space for older adult services and programs, provide a staffed welcome desk, and perform ribbon cutting of welcoming facility

Goal 1. Projects Overview

1. Appealing and Inviting Facility (Renovate or Build)



Goal 1. Projects

PROJECT F1 Needs Analysis

- Form an ad hoc group to conduct needs analysis. Q2/23
- Community input on needs and concepts. Q1/24
- Community charrettes/workshops (needs & conceptual plan). Q1/24
- Evaluate off-site venues and potential partners. Q4/24

PROJECT F2 Fundraising

- Establish a 501(c)3 non-profit to support fundraising for senior services. Q2/23
- Establish a fundraising committee. Q4/23
- Form board for the senior non-profit. Q1/24
- Launch capital campaign. Q4/24
- Partner with county supervisors and state legislature on funding plans. Q4/24
- Capital campaign consultant and develop annual targets. Q4/24
- Explore government grants - local, state & federal. Q4/24
- Complete capital campaign. Q1/28

PROJECT F3 Optimize Existing Space

- Evaluate existing space & renovation options. Q1/24
- Track existing facility utilization. Continuing
- Ongoing projects- ADA accessible bathroom upgrade. Q4/24

PROJECT F4 Community Facility Direction

- Develop a design example/model. Q2/24
- Conduct feasibility study. Q2/24
- Define space alternatives. Q3/24
- Establish key features of the facility. Q3/24
 - Ability to rent
 - Host large community and county-wide events
 - Enhanced recreational and fitness activities
 - Educational and social activities
 - Accessible
- Identify the preferred alternative (renovate or build). Q2/25

PROJECT F5 Community Facility Design (Renovate or Build)

- Develop an implementation plan. Q3/25
- Form building committee. Q2/24
- Architectural drawings and a model to support fundraising. Q3/25
- Architect consultation. Q2/25
- Builder consultation. Q2/25
- Conceptual design. Q3/26

PROJECT F6: Community Facility Construction (Renovate or Build)

- Property divestiture and acquisition, if required. Q1/27
- Initiate facility construction. Q1/28
- Complete facility construction. Q2/30

PROJECT F7: Community Facility Operations

- Establish business support options - how to run and operate a community center. Q1/29
- Operating model. Q1/29
- Sustainable financial plan. Q1/29

- Ensure ample quality space for older adult services & programs.
- Provide a staffed welcome desk to answer questions and accept volunteers. Q1/31
- Ribbon-cutting and opening. Q1/31

Goal 1.e. First Steps

- Form 501(c)3 non-profit
- Recruit fundraising committee
- Plan for community charrettes

Goal 2. Core Senior Services

Subcommittee - Pearson (chair), Khanal, Konrad, Lenoci, Mlinarich, Picraux

We believe a thriving town should provide essential core services for older adults. These services cover such areas as support for social, educational, healthy living activities. Also, it is essential to meet basic nutrition and health needs for the disadvantaged. Services for our senior community are provided by a diversity of municipal, county, regional, and state organizations. The Town gains much leverage for this goal by encouraging and supporting the work of community non-profits and organizations such as hospitals and health clinics that are essential to the town's safety net. Provisions for physical and mental health, as well as support for caregivers and their loved ones, are also essential. The availability and use of community parks, gardens and open spaces provides significant core support, not only to older adults, but to all. Efforts to preserve and provide adequate core services include:

- Social, educational, and healthy living opportunities
- Funding and expanding essential services for all stages of aging including nutrition and adult day care programs
- Training and classes to enhance marketable and/or new skills
- Personal safety, scam avoidance, legal assistance awareness, etc.
- Promote food security and options
- Promote county mental/behavioral health offerings and the local availability of these services

Goal 2. The 1-3-10 Year Activities Overview

One Year Goal

Continue to support essential services in Town.

Three Year Goal

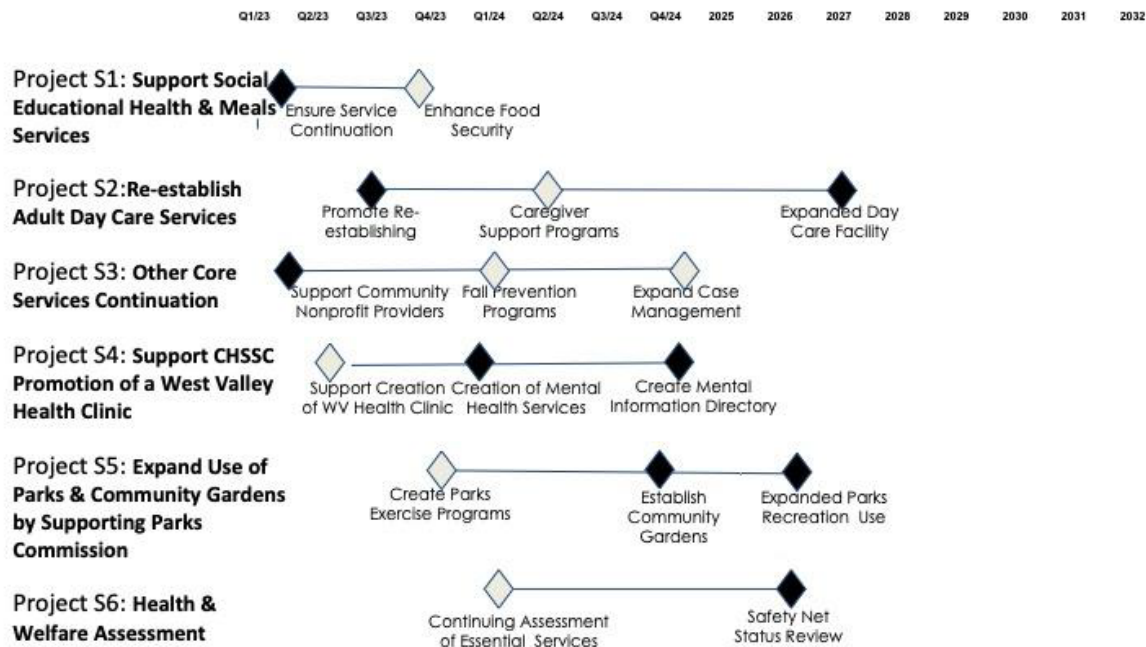
Re-establish adult day care services.

Ten Year Goal

Promotion of mental health services in the West Valley.

Goal 2. Projects Overview

2. Core Senior Services



Goal 2. Projects

PROJECT S1 Support Continuation of Social, Educational, Healthy Living and Meals Services for Older Adults

- Ensure continuation of senior adult recreation, social, educational and healthy living provided by the 55 Plus program. Q1/23
- Ensure continuation of the Live Oak Nutrition Program and its funding to provide food security for older adults. Q1/23
- Promote and enhance food security and healthy options for older adults, including supplemental food collection and distribution, local food bank services, etc. Q3/23

PROJECT S2 Support Re-establishment of Adult Day Care Services

- Promote establishment, support, and use of adult day care services in Los Gatos Q3/23
- Establish facilitated caregiver support programs for clients' families and other family caregivers. Q2/24
- Promote caregiver respite programs. Q4/26
- Facilitate an expanded adult day care program with more space and a controlled-access outdoor area to provide services for future growth. Q4/27

PROJECT S3 Support Continuation of Other Core Services in Los Gatos by Community Organizations

- Advocate for support of community non-profits that provide services and assistance to older adults in Los Gatos (WVCS, SASCC, Next Door Domestic Violence, Jewish Family Services, House of Hope, local hospitals, etc.). Q1/23
- Promote and advocate on behalf of services for older unhoused people and for those in danger of becoming homeless. Q3/23

- Advocate for and seek to expand the availability of case management workers serving older adults in Los Gatos. Q4/24
- Establish an ongoing mentor program to enlist local organizations and seniors with special skills to provide social, educational & healthy living enrichment courses. Q2/24
- Promote the county's fall prevention programs. Q3/23
- Promote programs that provide information on personal safety devices, scam/fraud avoidance, and legal assistance. Q3/24

PROJECT S4 Support CHSS Commission Objectives to Establish a West Valley Health Clinic with Mental Health Services

- Support the Community Health and Senior Services Commission efforts, as well as those by community groups and the county to establish a health clinic in the West Valley. Q2/23
- Monitor and promote county initiatives and government grant opportunities to provide mental health services in the West Valley. *continuing*
- Promote establishment of a mental health task force in the West Valley. Q4/23
- Create a mental health information directory. Q4/24

PROJECT S5 Expand Use of Parks, Community Gardens, and Other Facilities

- Support the efforts of the Parks Commission as they relate to senior use of parks, community gardens and related facilities.
- Establish exercise programs in parks and on Town plaza. Q4/23
- Initiate a program to enhance cluster seating in parks for meet up areas. Q2/24
- Support and promote establishment and multigenerational use of community gardens (volunteer planning, landscape design, site plot layout). Q4/24
- Expand recreational use of existing parks and facilities (e.g., pickleball by striping to selected Town tennis courts, bocce ball facility renovation at Oak Meadow Park, establish lawn bowling site, etc.). Q1/26

PROJECT S6 Health and Welfare Assessment

- Provide an continuing assessment of community essential services for older adults in Los Gatos. Q1/24
- Review the welfare safety net status for older adults and the utilization and coordination of older adult services with county and community non-profit programs. Q1/26

Goal 2.e. First Steps

- Negotiate an agreement for continuation of 55 Plus social, educational, and healthy living program.
- Re-establish adult day care services.
- Continue support of community essential core services by non-profits.

Goal 3. Communications and Engagement

Subcommittee - Konrad & Pearson (co-chairs), Miller, Mlinarich, Picraux, Somers, Yick, Guest: Kennedy (LGS Rec 55 Plus)

Older adults and caregivers need ways to learn information about available services, resources, and events in multiple formats. It is also essential that they have opportunities to engage in social, lifelong learning, and healthy living activities. Productive activities outside of work promote quality of life and contribute to active aging. Finding and engaging in social

activity and volunteering in activities of interest becomes increasingly challenging as people age. Opportunities to participate and socialize with others, volunteer in meaningful and productive activities and engage in the community in which one lives contribute to a feeling of belonging and personal satisfaction. Our survey and workshops point to these areas as critical elements to solve problems, participate in community activities and enhance one's quality of life. Benchmark results for other cities indicated that we could do a better job. This goal helps residents age in place. Areas addressed would include:

- Availability of resources, activities, programs (clubs, local centers, and government - supported services, etc.)
- Presented in the form of an Information Hub (trusted, well-curated content on services availability, activities pointer, events calendar, etc.) - short term. Includes web, mobile, and social network capabilities. Phone feature with live senior services and volunteer coordinator - longer term
- Navigation to services tools (medical, maintain physical health)
- Information included from our other goals on transportation, volunteering, and housing (stay in home support options, wellness calls, assistive devices)
- Consistent availability, coordination, engagement, and age-friendly accessibility of weekly activities and monthly social events
- Promotion ranging from print to in-person engagement by going to where older adults live (ambassadors, volunteers, etc.)
- Finding ways to subsidize existing programs to expand reach to seniors - medium to short term
- Enlisting local organizations and expertise to help enhance programming
- Highlight special events and make them age-friendly

Goal 3. The 1-3-10 Year Activities Overview

One Year Goal

Provide older adults ways to easily learn information about available services and resources. Increase engagement in social, educational, and healthy living programs. Promote volunteering. Establish measurable goals.

Three Year Goal

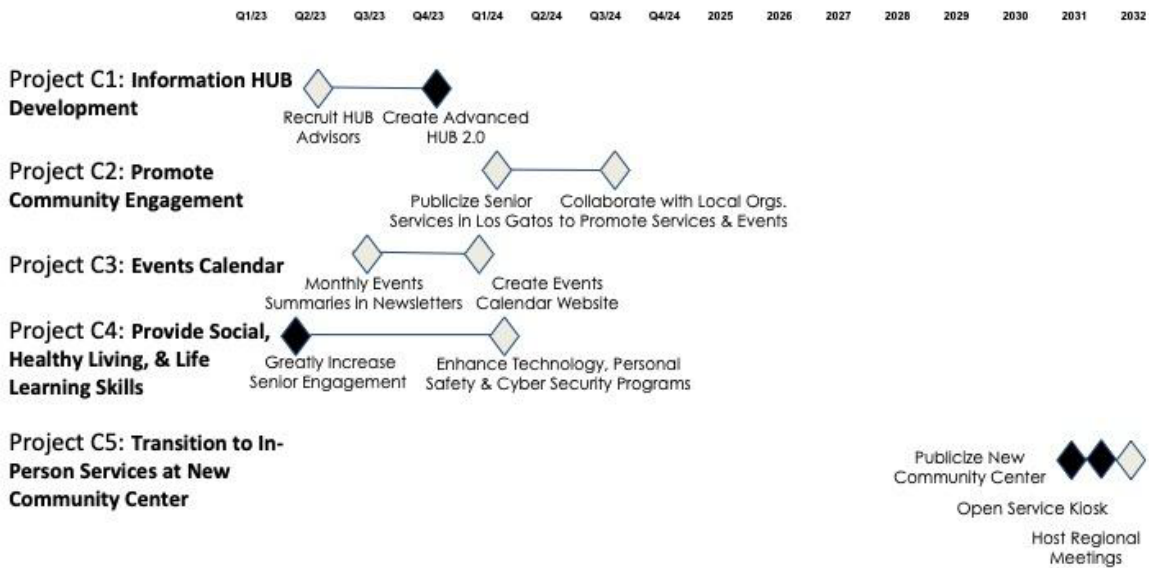
Partner with service providers to expand participation in events promoting social, educational and healthy lifestyle programs.

Ten Year Goal

Move into a beautiful new Community Center with dedicated space for senior programs.

Goal 3. Projects Overview

3. Communications and Engagement



Goal 3. Projects

PROJECT C1: Information HUB Development and Deployment

- Refine, edit, and broaden HUB 2.0 to make access to Senior Services much more intuitive and broaden HUB coverage to include other senior services in the local community including: Q4/23
- Recruit and sustain a volunteer Hub advisory group to collect information on what's not available, help maintain the accuracy of the HUB information and promote HUB. Q2/23
- Develop a promotion with merchants to help promote Hub. Q2/23
- Identify a HUB administrator with technical skills to incorporate identified missing services and maintain the Hub advisory group. Q2/24
- Create conceptual design including master release schedule e.g., 2.0, 3.0, 4.0. Q2/24
- Evaluate the benefits of developing a mobile app. Q4/24
- Invite creator of the Cupertino Senior Services website to review and make suggestions. Q4/23
- Coordinate with government agencies to take advantage of their resources. Q2/24
- Partner with District 5 county supervisor to benefit other cities and offset costs. Q2/24
- Incorporate video tutorials into HUB (e.g., how to sign up for RYDE, etc.) and explore and utilize evolving technology tools Q4/24
- Use digital inclusion initiatives to teach people how to access information on the HUB, use QR codes, etc. Q4/23
- Utilize KCAT to advertise and help develop videos for HUB. Q2/24
- Continue tracking HUB clicks and identify the most popular areas. Q1/23
- Continue tracking the number of calls that come into the office for senior information from all sources (55 Plus; Chamber; Others). Q1/23
- Require Town participation and promotion to ensure success of objectives. Q1/23

PROJECT C2 Promotion of Community Awareness and Engagement in Services

- Publicize senior services available in Los Gatos. Q1/24
 - nutrition
 - adult day services
 - recreation and socialization opportunities
 - educational opportunities and health fairs
- Collaborate with other local organizations to promote Town and community events and services. Q3/24
- Join the AARP Network of Age-Friendly Communities. Q3/23
- Promote on-going awareness of HUB and Town senior events by Town in social media, website, and newsletter and in local newspapers with articles and ads. (Los Gatos, The Outlook, etc.). Q4/23
- Increase participation in Town events. Q2/23
- Establish an outreach ambassador volunteer program (go to where older adults live to promote awareness and participation). Q2/23
- Promote use of faith-based community services (e.g., Jewish Family Services of Silicon Valley's Aging with Dignity and Healthy Aging Programs. Q3/23

PROJECT C3 Events Calendar

- Initiate an events calendar website that includes Town meetings and special events. Q1/24
- Establish connectors (APIs) to various organization's information. Q2/24
- Include monthly events summary in the monthly senior newsletters. Q3/23
- Assist with community holiday events and their promotion. Q2/24
- Develop a mobile app. for smart phones to sign up for local events. Q4/24

PROJECT C4 Provide and Engage Older Adults in Social, Healthy Living, and Life Learning Skills Activities

- Promote monthly special social activities. Q1/23
- Organize First Friday monthly events. Q1/23
- Greatly increase engagement in ongoing LGS Rec. activities and classes (exercise, swimming, etc.), senior club activities, JCC exercise and other programs. Q1/23
- Promote programs with emphasis on multigenerational activities. Q1/23
- Establish diet, nutrition & healthy eating classes and programs. Q3/23
- Promote technology training programs (including library programs, etc.). Q1/24
- Promote personal safety and cyber security presentations and classes. Q1/24
- Develop training classes to enhance marketable skills. Q4/24
- Partnership with West Valley Community College to deliver locally life-learning courses oriented to older adults. Q3/24
- Develop Distinguished Guest Lecture program. Q3/30

PROJECT C5 Transition to In-Person Services at New Community Center

- Publicize new dedicated senior facility space for senior programs. Q1/32
- Have an information kiosk near the entrance for verbal, posted and printed materials including volunteer information. Q2/32
- Central point of coordination for Senior Services including tech support. Q3/32
- Large room exercise classes and weekly dance in new community center Q2/32
- Host local community theater, music and dance group programs. Q3/32

- Promote engagement by organizing regional large group meetings (SCC Cities Association, SCC Seniors Agenda, Caregiver Conference, Aging Wisely Conference, etc.). Q4/32

Goal 3.e. First Steps

- Expand & promote information HUB.
- Expand engagement of the senior community by increasing participation in social, educational & healthy living activities.
- Engage volunteers to implement programs.

Goal 4. Volunteer Support and Engagement *(be a volunteer/seek a volunteer)*

Subcommittee - Pearson (chair), Picraux, Somers, Yick

We believe that vibrant communities provide opportunities for older members to become volunteers and/or to find needed assistance from volunteers. Promoting and supporting volunteerism allows the community to marshal the expertise of seniors and to increase engagement of older adults for the benefit of the entire community. Our investigations taught us that many older adults want to volunteer, and many others need volunteers for help. With volunteer time in California currently estimated at \$29.95/hr. by the Independent Sector organization, the many 1000's of hours available locally represents an important resource for the Town to take advantage of as much as possible. This volunteer support and engagement goal would include:

- Develop and coordinate volunteer opportunity exchange (aggregated Town page of opportunities)
- Support connections between service providers, clubs and those interested in volunteering (consider holding volunteer fair)
- Support equitable and inclusive processes to engage senior volunteers
- Consider a 'Community Unity' bulletin board approach for two-way volunteering as promoted in the past by former Mayor Wasserman

Goal 4. The 1-3-10 Year Activities Overview

One Year Goal

Develop a process for older adults to become a volunteer or to find needed assistance from volunteers.

Three Year Goal

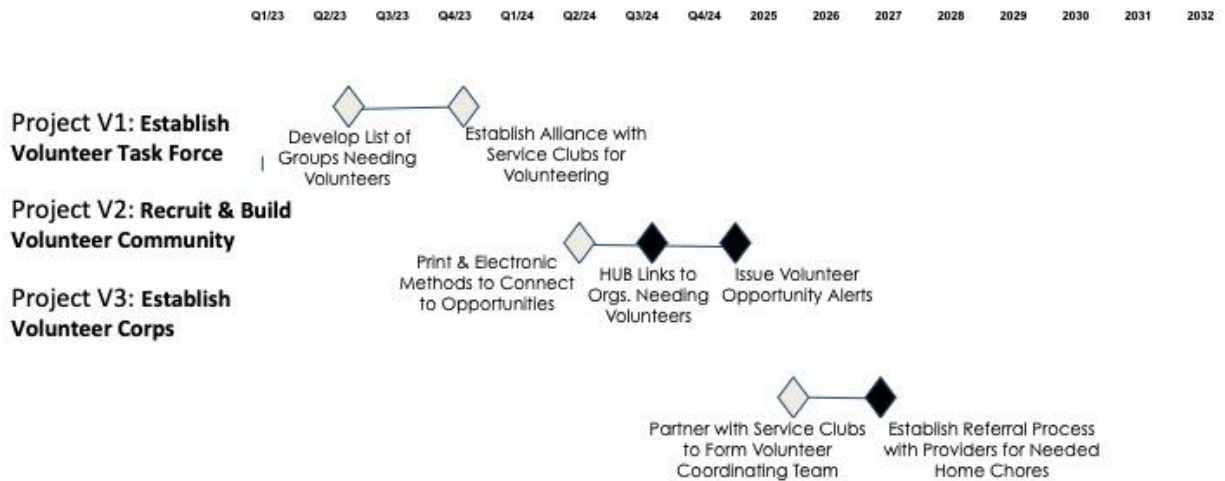
Establish a volunteer corps with a coordinating team, tracking, a coordinator, and create an opportunity exchange.

Ten Year Goal

Establish a volunteer station at the welcome desk in the new community center and provide for regular volunteer socialization.

Goal 4.c. Projects Overview

5. Volunteer Support and Engagement



Goal 4. Projects

PROJECT V1: Establish Volunteering Task Force

- Collaborate with the Community Health & Senior Services Commission and/or other commissions to form an ad hoc task force with Town liaison identified. Consider adding guest members. Q1/23
- Develop a list of groups needing volunteers for their programs, events, and activities. Q2/23
- Establish a joint alliance of service clubs for volunteering composed of a designated person from each organization with an alliance representative on the ad hoc task force. Q4/23

PROJECT V2: Recruit and Build a Volunteer Community with the Ad Hoc Task Force

- Establish a process to coordinate between organizations needing volunteers. Q4/23
- Provide links on The HUB to organizations needing volunteers. Q2/24
- Establish methods for volunteers to connect to opportunities via print and electronic communications. Q2/24
- Include volunteer opportunities in local event calendars. Q3/24
- Publicize opportunities and recruit volunteers at community events (First Fridays, etc.). Q3/24
- Issue volunteer opportunity alerts. Q4/24
- Promote volunteerism and explore new ways to marshal the expertise of older adults in Los Gatos. *continuing*
- Ensure equitable and inclusive opportunities to increase engagement of senior volunteers. *continuing*

PROJECT V3 Establish a Volunteer Corps

- Obtain part time staff support for coordinated volunteer intake and coordination of the Volunteer Core. Q1/25
- Establish a volunteer coordinating team with required service clubs representation. Q1/25
- Develop a method for volunteer tracking. Q3/25
- Provide periodic events for volunteers to socialize and exchange information on opportunities. Q3/25

- Establish a senior mentorship service that utilizes talents and skills that can be shared in a multigenerational setting. Q2/25
- Develop and coordinate volunteer opportunity exchanges (volunteer tables at Town events, bulletin boards, volunteer fair, etc.). Q4/25
- Develop an opportunities exchange site on The HUB. Q4/25
- Establish a referral process to support connections between those with needs for household chores and service providers, clubs (including high school and middle school), other groups interested in volunteering and local businesses. Q4/26
- Establish and support a volunteer information component to the welcome kiosk at the new community center. Q1/32

Goal 4.e. First Steps

- Establish an ad hoc volunteer task force.
- Create a listing of organizations needing volunteers.
- Engage service clubs in the initiative.

Goal 5. Enhanced Transportation Options for Older Adults

Subcommittee - Heath (chair), Khanal, Picraux, Ristow, CSTC member expert partners Buxton, Thompson, and Miano

Livable communities facilitate transportation options for older adults, including auto, bicycling, walking and public transportation. Older adults consider the need for flexible transportation options to be especially important as they age, including:

- Better information distribution on mobility options (e.g., VTA Senior Mobility Guide)
- RYDE awareness and enhancement
- VTA and VTA Access awareness
- Lyft/Uber supplemented programs
- In-Town shuttle provided by Town
- Last minute rides through volunteer network
- Options for mobility-challenged older adults

Goal 5. The 1-3-10 Year Activities Overview

One Year Goal

Form senior transportation advisory committee (tracking, input, advocacy).

Promote availability of mobility options and information.

Increase use of existing Bus 27 and advocate for expanded local transit services.

Three Year Goal

Implement a Town shuttle.

Expand mobility services - auto, bicycle, walking, & public transportation.

Add age-friendly accessible walking paths.

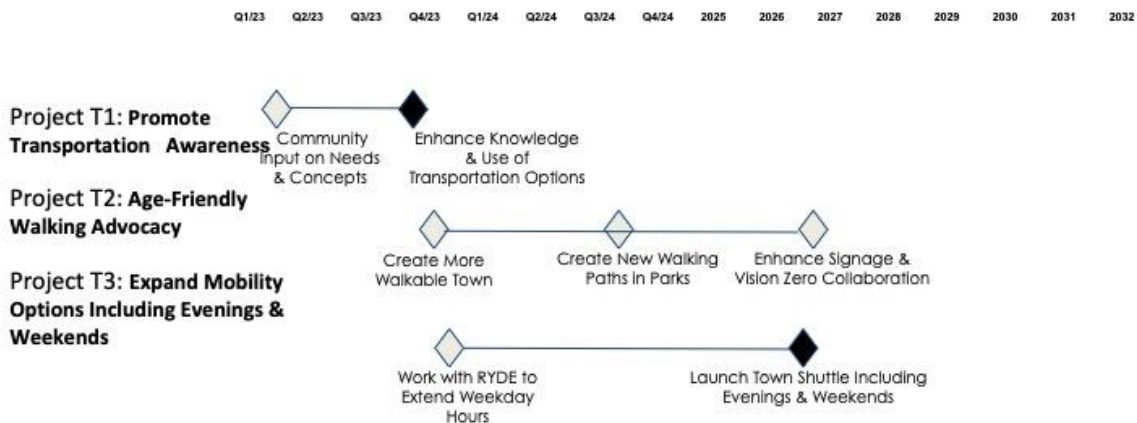
Ten Year Goal

Create age-friendly accessible walking track.

Develop a door to door shuttle service.

Goal 5. Projects Overview

5. Transportation Options for Older Adults



Goal 5. Projects

PROJECT T1: Implement and Promote Transportation Awareness and Use

- Collaborate with Complete Streets & Transportation Commission and Community Health & Senior Service Commission to form an ad hoc Senior Transportation Committee with Town liaison identified. Consider adding guest members. Q1/23
- Obtain community input on needs & concepts. Q3/23
- Seek grant opportunities in the transportation area. *continuing*
- Monitor General Plan 2040- Section 5- Mobility- Implementation Programs A-S. Q2/24
- Establish a mechanism for continuing assessment of Los Gatos, county, state and federal master plans, laws and grants involving all forms of mobility impacting older adults for possible recommendation. Q4/24
- Explore wheelchair accessible parking needs. *continuing*
- Track VTA bus actions. *continuing*
- Enhance community knowledge and use of RYDE, VTA Access, and Santa Clara County Mobility Management Program (e.g., intro to use bus pass, low income senior passes, eligible registered dining participant passes). Q3/23
- Promote distribution and awareness of the VTA Senior Mobility Guide. *continuing*
- Link transportation information and new options to The HUB. *continuing*
- Promote use of bicycles through education, training and repair, safety programs and classes. Promote development and awareness of bike and pedestrian pathways, support for more bikeways, valet use for older adult events with secure bike parking facilities. - *continuing*
- Achieve increased community use of existing Bus 27 and use data to advocate for expanded local VTA transit services. Q2/26
- Develop "Transportation Los Gatos" software that links all forms of mobility (FlexDenmark Model). Q1/32

PROJECT T2: Advocate for an Age-Friendly Walking Plan

- Coordinate with existing commissions and the General Plan to advocate for an age-friendly walking plan. *continuing*
- Create a more walkable Town through signage, increased benches, safer and more accessible sidewalks and crosswalks. Q4/23

- Create an age-friendly accessible walking track (Campbell Community Center track as a possible model) accessible to public at fixed hours, suitable for people with mobility limitations. Q2/26
- Add new walking paths in Town parks. Q3/24
- Conduct a senior safety zone study. Q2/25
- Enhance signage, pavement markings, evaluate extended traffic signal timing, and participate in a Vision Zero collaboration. Q4/26

PROJECT T3: Expand Mobility Options Including Evenings and Weekends

- Work with RYDE to extend weekday hours of service M: Q4/23
- Explore Town shuttle options and focus on the best option. Consider fixed+flexible Town shuttle: contract or volunteer based, collaboration with large scale developers and employers, cooperative programs with neighboring cities (e.g. Cupertino VIA shuttle), cooperative programs with new Town community developments, cooperative programs with local businesses or senior housing entities, and explore possible subsidies). M: Q4/24
- Launch a Town shuttle that provides or includes an evening and weekend senior transportation service. Q4/26
- Promote ride voucher programs with health care providers. Q3/25
- Create or expand existing programs to include a door-to-door shuttle service. M: Q1/32

Goal 5.e. First Steps

- Establish collaboration with Commissions and form a Senior Transportation Advisory Committee.
- Start exploring shuttle options.
- Expand community knowledge of available mobility options.
- Take action to create a more walkable Town.

Goal 6. Senior Housing - Information on Approaches and Options

Subcommittee Heath (chair), Miller, Picraux, Planning Commission Guest: Jeffrey Barnett
Opportunities for seniors to continue to live in Los Gatos after retirement and to enjoy their community and friends as they age, with services that help seniors manage their living situations and age in place including such things as service referrals, home maintenance helpers, and realtors.

Goal 6. The 1-3-10 Year Activities Overview

One Year Goal

Form Housing Advisory Committee.

Identify and produce an inventory of residential options. Encourage development of housing options.

Three Year Goal

Establish aging in place programs. Facilitate crisis housing and support.

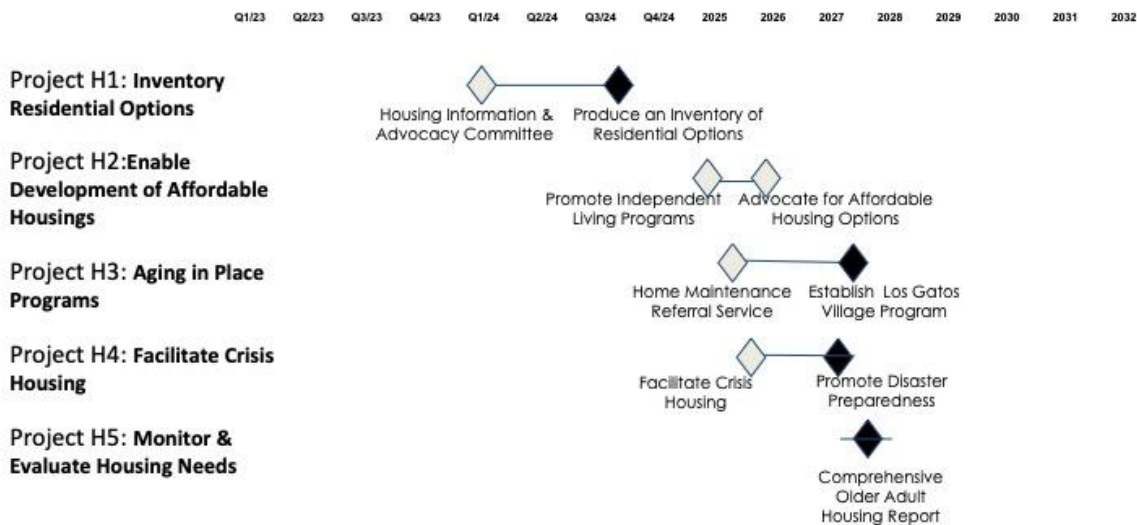
Support programs that help with home upkeep and accessibility.

Ten Year Goal

Monitor housing while promoting opportunities for seniors to continue to live in Los Gatos after retirement and to enjoy their community and friends as they age.

Goal 6. Projects Overview

6. Senior Housing - Information on Approaches and Options



Goal 6. Projects

PROJECT H1 Identify and Inventory Residential Options for Older Adults

- Establish a committee for older adult housing information and advocacy in coordination with the Planning Commission and the Housing Element Advisory Board. Q1/24
- Support Los Gatos Housing Element as adopted by the Town Council as it relates to older adults. Q3/24
- Identify and produce an inventory of residential options for older adults. Q4/24
 - Encourage developers to consider the needs of older adults through all stages of aging including smaller units, one story units, housing close to accessible transportation and/or restaurants and stores,(new urbanism), walkable spaces and multi-residency units for caregivers. Q1/25
 - Advocate for legislation that supports quality care and services at local residential care facilities; promote culturally competent services. Q1/26

PROJECT H2 Enable Development of Affordable Housing for Older Adults

- Engage with local and state stakeholders to promote programs for older adults living independently. Q1/25
- Advocate for the development of housing options through all stages of aging as well as affordable housing for older adults. Q3/25
- Pursue potential funding (state & federal) for housing income support and housing modifications and repairs. Q4/25

PROJECT H3 Establish Aging in Place Programs (Including a Los Gatos Village)

- Develop infrastructure and programs for aging in place and establish a Los Gatos Village (subscription-based association based on Beacon Hill/Avenidas model). Q1/27
- Develop a home maintenance (small job) helper referral service with volunteer coordinator (service clubs). Q1/25
- Support programs that provide help with modification and accessibility of homes. Q3/25
- Support older adults living independently in the community through down-sizing or step-down independent living options. Q1/25

PROJECT H4 Facilitate Crisis Housing

- Facilitate crisis housing for older adults. Q1/26
- Promote disaster preparedness programs with focus on older adults including online information and the safety of older adults in residential care facilities during emergencies or disasters. Q4/26

PROJECT H5 Monitor and Evaluate Housing Needs and Stock

- Complete a comprehensive Older Adult Housing Report (for inclusion in the General Plan and Housing Element's 5-year update). Q3/27

Goal 6.e. First Steps

- Establish a senior housing advisory committee for inventorying housing options and advocacy.
- Promote development of affordable housing for older adults.
- Advocate for older adults living independently in the community.

Goal 7. Integrated Governance, Funding, and Accountability for Senior Services

Will be provided separately as an addendum.

VI. Roadmap Communication

We believe that it is critical that this Roadmap be communicated to both community leaders and the larger Los Gatos community. To accomplish this communication, we propose the following actions by the Senior Services Committee as it concludes its work over the next couple of months.

VI.A. Roadmap Awareness

To increase community awareness the Committee will develop an action plan to promote the Roadmap and the proposed 1-3-10-year goals. In partnership with the Town administration, Town commissions, the Chamber of Commerce, service clubs and others, we will promote awareness via print, social media, email, and group presentations. The feedback that has been derived from the past year of workshops and promotions is coming to fruition. Individuals and groups should be made aware of what they've already done to help and identify needs, emphasizing an opportunity to become involved. The objective will be for the community to become engaged in what the Roadmap proposes, to be aware of the benefits it can bring to older adults and the community at large, to plan for the next steps, and to get people excited about the future.

VI.B. Tailored Messages to Request Participation

Committee members will meet with Town commissions such as CHSSC, CSTC, Planning Commission, and Parks Commission to present specific elements of the Roadmap 1-3-10-year goals and project ideas and to explore if they would be willing to lead those efforts within their area. Also, members will hold meetings with the Chamber of Commerce, SASSC and other potential partners. We want the commissions and other groups that have participated in the development of the roadmap plans to join forces in the proposed roadmap effort so that as a community we can all move toward a common goal.

VI.C. Identify spokespeople.

Those responsible for spreading the word about the progress that the Town is making with senior services will be determined. Planned actions will be coordinated with the Committee's liaison.

VI.D. Conduct Roadmap Town Halls

Launch Town halls similar to the original community workshops that were held during February – April 2022 with the objective of reaching even more groups and individuals.

VI.E. Provide on-going communications (two-way)

Keep everyone up to date on progress, events, and methods of communication available, such as the HUB. Also continue to get input from the community as to needs and ideas. It is critical to be open to new ideas and/or to be made aware of any gaps or missed needs.

VII. Conclusions

This Roadmap provides an actionable, community plan for revitalizing senior services in Los Gatos. It was developed by first creating a vision where older adults are engaged, valued, and provided equitable opportunities to thrive in an inclusive, age-friendly town. The needs of Los Gatos older adults were then assessed and ways in which these needs were addressed in other communities were analyzed and understood. Seven overall goals were developed and broken down into 1, 3, and 10-year goals. The work required to achieve these goals was structured into projects with quarterly milestones and these projects organized into programs. Finally, a plan to transition the governance and accountability of services to achieve these goals in a Town-community partnership was identified. To achieve this five “asks” of the Town Council were identified as detailed in Section II.B. Our objective is at the end of this 10-year Roadmap to have prepared our community for the next generation of older adults when it is estimated that those aged 55 or older in Los Gatos will approach $\frac{1}{3}$ of the Town's population. We respectfully submit that with a sustained, affordable commitment by the Town and with strong engagement and support by the community this 10-year Roadmap will provide a thriving Town environment where the entire community benefits.



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Appendix A

Los Gatos Senior Services Committee Membership

Original Appointed Membership	CHSSC Added Membership (September 2022)
Dick Konrad, CHSSC Chair	George Rossmann, CHSSC Member (CHSSC Chair in 2021)
Maia Bernholz, CHSSC Youth Representative Arshia Mathur (Sept. – Dec. 2021)	Eleanor Yick, CHSSC Member
Matthew Hudes, Council Member Rob Rennie (Sept. 2021 - Apr. 2022)	Jeff Blum, CHSSC Member
Maria Ristow, Council Member	Pradeep Khanal, CHSSC Member
Nancy Pearson, Service Clubs (Kiwanis)	Arn Andrews, Assistant Town Manager, Town Liaison
Catherine Somers, Los Gatos Chambers	
Kathy Mlinarich, Service Provider (Live Oak Nutrition)	
Lisa Lenoci, Service Provider (Live Oak Adult Daycare)	
Tom Picraux, Senior Community Leader, committee chair	
Maureen Heath, Senior Community Leader, committee vice chair	
Diana Miller, County Department of Aging Representation	
Brennan Phelan, El Camino Hospital	

Appendix B

Subcommittees and Membership During Studies

Roadmap Goals Subcommittees:

Goal 1. Communications and Engagement

Konrad (Chair), Miller, Mlinarich, Pearson, Picraux, Somers, Yick, Guest: Kennedy, Guest: Hall

Goal 2. Appealing and Inviting Facility (Renovate or Build)

Heath (Chair), Bernholz, Blum, Hudes, Lenoci, Picraux,

Goal 3. Core Senior Services

Pearson (Chair), Khanal, Konrad, Lenoci, Mlinarich, Somers,

Goal 4. Enhance Transportation Options for Older Adults

Heath (Chair), Khanal, Ristow, Picraux, Guests: CSTC members Buxton, Thompson, Miano

Goal 5. Volunteer Support and Engagement

Pearson (Chair), Picraux, Khanal, Somers, Yick, Guest: Kaczmariski

Goal 6. Senior Housing – Information on Approaches and Options

Heath (Chair), Miller, Picraux, Ristow, Guest: Planning Commission member: Barnett

Goal 7. Develop Integrated Governance, Funding, and Accountability for Senior Services

Hudes (Chair), Blum, Heath, Miller, Phelan, Picraux, Rossmann,

Roadmap Drafting Subcommittee

Picraux (Chair), Heath, Hudes, Konrad, Pearson

Cities Benchmarking Subcommittee

Hudes (Chair), Konrad, Mlinarich, Picraux

Los Gatos Survey Subcommittee

Heath, Lenoci, Miller, Benlice

Communication and Community Engagement Subcommittee

Pearson (Chair), Mathur, Rennie, Somers

Vision, Mission, and Workplan Subcommittee

Hudes (Chair), Mlinarich, Picraux, Rossmann

Appendix C

Work Plan

1. Develop Vision, Mission and Workplan
2. Conduct Needs Assessments
 - a. Benchmarking survey (CASOA) of Los Gatos 60+ adults
 - b. Workshops to assess needs in-depth ← **Council Checkpoint Feb, 2022**
 - c. Benchmark comparisons to neighboring cities
3. Conduct analysis of assessment results, gaps, needs
4. Develop roadmap for older adult services
 - a. Goals - align each element with mission objectives
 - b. Validate identified goals ← **Council Checkpoint June 21, 2022**
- i. Town Halls
- ii. Opinion leaders
- iii. Community outreach feedback
 - c. Develop preliminary financial and operational estimates
 - d. Initiate study of long term facility needs
 - e. Initiate study of governance
 - f. Measure results for accountability
5. Conduct ongoing outreach and engagement activities
 - a. Media – print, email, web, KCAT, 55 Plus, ...
 - b. Presentations – service clubs, organizations, Town events
6. Explore selected new initiatives for older adult services ← **Council Checkpoint October 18, 2022**
 - a. Volunteer club; Expanded volunteer coordination and postings
 - b. Social clubs expansion
 - c. Service providers information network
7. Prepare Senior Services Annual Report and Develop Year 2 funding proposal ← **Council Checkpoint December 20, 2022**

Appendix D
CASOA Los Gatos Report Index - 2022



Los Gatos, CA

Survey Report of Results

April 2022



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Appendix E

Detailed Cities Benchmarking

Los Gatos

Municipality: Prepared by: Date: Population: 65+ Population % Demographics: Median Income:	Los Gatos, CA Tom Picaux 3/21/22 33,529 21% \$ 155,863	Calculated 65+ Population 4,974							
	Category	Service	Notes	Primarily Provided by (select)	Qualitative Assessment	Quantitative Value	Units	Per 65+ Population	
	Environment	Safe, accessible and walkable space	Extensive downtown walkable areas	Local Municipal Gov't.	Hi				
		Affordable Transportation	RYDE, one VTA bus line, VTA Access	Adjacent or Regional Gov't. or	Med				
Senior Services Facility		Adult rec. center (large hall is 2580 sq.ft., 4 rooms downstairs and 2 upstairs with room size from 245 to 450)	Local Municipal Gov't.	Low	4612	sq.ft.			
Senior Services Staffing		LGS Rec. manages some town support in 2022	Local Agency within City	Low		Staff Full-Time Equiv (FTE)		0.0001	
Available Parks, Open Space, and Public/Social Spaces, close location,		Extensive system with 15 parks including the well used Oak Meadow city and Vasona Lake county park and with the Los Gatos creek trail.	Local Municipal Gov't.	Hi		Number of Parks			
Personal Safety, crime rate, home call programs, walking safety		Streets are walkable and safe. Crime rates are well below national average		Hi	0.66	Violent Crime rate per 1,000			
Emergency and Disaster Preparedness		Town provides strong support and multiple wildfire abatement programs	Local Municipal Gov't.	Hi					
	Help in Home Maintenance	Provide information on nonprofits in area and services across county	Adjacent or Regional Gov't. or	Med					
Purpose, Connection, and Belonging	Participation and Communication with Older Adult Community	Low participation with SSPs, good participation in service clubs	Local Agency within City	Low					
	Network of information/Hub	service provider groups have their individual volunteer lists	Local Agency within City	Low					
	Service Force and Volunteer Opportunities	Four very active service clubs. Volunteer opportunities with service clubs, nutrition program and SSPs Senior Rec Center	Local Agency within City	Med					
	Opportunities for Education, Culture, Reading, and Arts	Cultural opportunities through Town music programs & events and Town Library. Some classes via SSP programs.	Local Municipal Gov't.	Med					
	Participation in Current Affairs, Politics, and Civic Groups, History club, etc	Available through clubs including History Club, Democracy Tent, Service Clubs	Local Agency within City	Med					
	Technology proficiency assistance	Internet service providers and access through Town Library	Local Municipal Gov't.	Med					
	Employment Opportunities for 60+	Limited opportunities	Adjacent or Regional Gov't. or	Low					
	Promoting Inclusivity in all of our 60+ programs (applies to all services)	Extensive Town efforts to promote inclusivity	Local Municipal Gov't.	Med					
Healthy Living/Physical, Cognitive, and Mental Health	Nutrition, meals, meals on wheels, etc.	Live Oak Nutrition meal service 5 days/week (1200 monthly) and meals on wheels	Adjacent or Regional Gov't. or	Hi	60	Clients served (average monthly)		0.86%	
	Mental and Behavioral Health Programs	Two local hospitals with programs	Local Agency within City	Med					
	Adult Day Care and Caregivers (Dementia Care)	Live Oak Adult Day Care (5 days/week) currently closed due to staffing shortages	Adjacent or Regional Gov't. or	Med					
	Fitness/Recreational Facilities & Programs (exercise, meditation, wellness, healthy living, etc.)	LG Rec. 55 Plus programs currently being rebuilt with Town grant	Local Municipal Gov't.	Med	110	Members or Participants		1.58%	
	Affordable Quality Housing - Seniors	Some senior housing across financial spectrum: Villa Vasona, the Commons, Terraces, Belmont Village, etc.	Local Agency within City	Med		Housing Units		0.00%	
	Continuing Living Facilities, different residence models	Cedar Creek Alzheimers Assisted Living, Terraces, Blossom Hill Gardens assisted living	Local Agency within City	Med		Housing Units		0.00%	
	Accountability and Measurement, annual report on senior services, surveys, etc., transparency in plans and results, metrics	Information available from LG Rec 55 Plus program, LG Community Health and Senior Services Commission and the Senior Services Providers Network maintain selected information on programs.	Local Agency within City	Low					
	Program Governance	Split between LG Rec. Town	Local Agency within City	Med					
	Professional, legal, estate, insurance, investment, etc.	County support nonprofits such as Sourcewise and AARP provide services such as SALA for legal, tax prep., HICAP for insurance	Adjacent or Regional Gov't. or	Med					
	Participation in Publicly Available Senior Programs outside the city	West Valley Community Services, Campbell and other senior centers.	Adjacent or Regional Gov't. or	Med					
	Volunteer coordinator	No single coordination, LG Rec 55 Plus program, Live Oak Nutrition, Service Clubs, Library maintain individual volunteer lists	Local Agency within City	Low					
	Affordable membership cost	\$25 for LG Rec 55 Plus program, free activities are increasing recently but most activities bundled in series of 5 to 10 classes with costs of \$75 to \$200	Local Agency within City	Low	\$ 25.00	Annual fee \$			
	Community Budget for Senior Services (total)	\$285,000 provided by Live Oak Nutrition and Day Care adjacent agencies.	Adjacent or Regional Gov't. or	Low	\$ 360,000	Annual budget \$		\$ 51.62	
	Municipal Budget for Senior Services	Pre-pandemic budget listed. In 2022 \$500,000 one time funds from ARPA recovery money provided.	Local Municipal Gov't.	Low	\$ 85,000	Annual budget \$		\$ 12.19	
Observations	Similarity to Los Gatos								
	Differences from Los Gatos								
	Service delivery capability	Limited							
	Other								
		Los Gatos has a unique arrangement whereby a rent abatement is given to LGS Rec in return for certain services			\$ 250,000	Annual budget \$		\$ 87.47	
					\$ 610,000	Annual budget \$			
			Rent abatement		\$ 335,000	Annual budget \$		\$ 48.04	

Campbell

Municipality:	Campbell, CA								
Prepared by:	Dick Konrad								
Date:	3/9/2022								
Population:	42,221	Calculated 65+ Population							
65+ Population %:	13%	5,489							
Demographics:	50.8% White, 21.4% Asian, 8.7% Hispanic, 7.8% Black, 1.3% Other								
Median Income:	\$124,325								
Category	Service	Notes	Primarily Provided by (select)	Qualitative Assessment	Quantitative Value	Unit	Per 65+ Population	Weight	
Environment	Safe, accessible and walkable space			Med					
	Affordable Transportation	San Jose, VTA		Hi					
	Senior Services Facility	Excellent Community Center houses senior activities and recreation. It is a converted high school and has a pool and outdoor fitness facilities - separate senior area?		Hi					
	Senior Services Staffing	3 FTE pre-covid (now 2), 3 Nutrition manager, 3 case manager	Local Municipal Gov't	Hi	3.8	Staff Full-Time Equiv	0.0007		
	Available Parks, Open Space, and Public/Social Spaces, close location	Parks, dog park, Los Gatos Creek Trail		Hi	5	Number of Parks			
	Personal Safety, crime rate, home call programs, walking safety	Crime below national average, property crime is higher - use niche Grade C plus for public safety		Med		Violent Crime rate per 1,000			
	Emergency and Disaster Preparedness			Hi					
	Help in Home Maintenance	Refer to Rebuilding Together and Heart of the Valley (don't want liability)		Med					
Purpose, Connection, and Belonging	Participation and Communication with Older Adult Community	e-Mail newsletter, recreation has published guide		Med					
	Network of Information/Hub	Senior coordinator is hub		Med					
	Service Force and Volunteer Opportunities	Website for volunteers		Med					
	Opportunities for Education, Culture, Reading, and Arts	Heritage Theater, 2-Santa Clara County public libraries, Campbell Historical Museum, Ainsley House, Book Club, Community Garden, Winchester Mystery House	Local Municipal Gov't	Med					
	Participation in Current Affairs, Politics, and Civic Groups, History club, etc	Heritage Preservation Group, Book Club, County Women's Club, Bay Hands/Caring Hearts		Hi					
	Technology proficiency assistance	Holiday party, Lunar new year party, library access to internet, summer campers		Med					
	Employment Opportunities for 60+	None		Low					
	Promoting Inclusivity in all of our 60+ programs (applies to all services)			Med					
Healthy Living/Physical, Cognitive, and Mental Health	Nutrition, meals, meal on wheels, etc	Catered meals for 90 served M-F for \$3, take out available, mail delivery	Local Municipal Gov't	Med	90	Clients served (average monthly)	1.64%		
	Mental and Behavioral Health Programs	Public awareness health workshops, referrals for dementia		Med					
	Adult Day Care and Caregivers (Dementia Care)	No day care		Low					
	Fitness/Recreational Facilities & Programs (exercise, meditation, wellness, healthy living, etc.)	Membership fee \$25 pre-covid, 1,100 current senior programs, fee-based but subsidized, average price \$5-\$10. Have pool and outdoor exercise facilities, offer trips and other rec programs are at cost. Free card games and movies		Hi	11.00	Members or Participants	20.04%		
	Affordable Quality Housing - Seniors	Have case manager to help in housing, financial, health and transportation		Low		Housing Units	0.00%		
	Continuing Living Facilities, different residence models	Merrill Gardens, Campbell Village, Princess Lodge, Bed of Roses, Ambrosia Home		Med		Housing Units	0.00%		
	Coordinated Network of providers	Accountability and Measurement: annual report on senior services, surveys, etc., transparency in plans and results, metrics	Local Municipal Gov't	Hi					
	Program Governance	Professional, legal, estate, insurance, investment, etc.		Low					
Observations	Participation in Publicly Available Senior Programs outside the city			Low					
	Volunteer coordinator	Senior Services Supervisor		Med					
	Affordable membership cost			Med	\$ 25.00	Annual fee \$			
	Community Budget for Senior Services (total)	\$283,000 Expense - \$184,000 Revenue			\$ 498,000	Annual Budget \$	\$ 90.73		
	Municipal Budget for Senior Services				\$ 283,000	Annual Budget \$	\$ 51.56		
	Similarity to Los Gatos	Some basic services are similar							
	Differences from Los Gatos	1) Some subsidized programs for seniors 2) Have a case manager 3) Probably not available 4) Dedicated facility with pool and outdoor fitness activity 5) Senior services funded by city, more at all 6) Senior coordinator has more tenure in job 7) Mainlined communications with seniors during covid 8) Volunteers help with senior programs 9) Senior coordinator provides hub information							
	Service delivery capability	Excellent							
Other	It starts with facility, and dedicated staff								

Cupertino

Municipality:	Cupertino, CA						
Prepared by:	Kathy Minarich						
Date:	3/8/2022						
Population:	60,361	Calculated 65+ Population					
65+ Population %:	14.7%	8,876					
Demographics:	Asian 67%, white 26%, foreign born 53%						
Median Income:	\$171,917						
Category	Service	Notes	Primarily Provided by (select)	Qualitative Assessment	Quantitative Value	Units	Per 65+ Population
Environment	Safe, accessible and walkable space			H			
	Affordable Transportation	RYDE, city-funded on-demand community shuttle pilot, VTA paratransit	Local Agency within City	Med			
	Senior Services Facility	21251 Stevens Creek Blvd \$40M	Local Municipal Gov't	Med			
	Senior Services Staffing	Case manager, 1.9 FTEs (recently eliminated); recreation coordinator 2.7 FTEs and supervisor, 0.25 FTE	Local Municipal Gov't	Med	4.65	Staff Full-Time Equiv (FTE)	0.0005
	Available Parks, Open Space, and Public/Recreational Spaces, close location,	Blackberry farm park/golf course, Mexican ranch, and numerous local parks	Local Municipal Gov't	Med		24 Number of Parks	
	Personal Safety, crime rate, home call programs, walking safety			Low		3.2 Violent Crime rate per 1,000	
	Emergency and Disaster Preparedness	Cupertino's office of emergency and West Valley Community Services	Local Agency within City	H			
	Help in Home Maintenance	Provide information on nonprofits in area and services across county		Low			
Purpose, Connection, and Belonging	Participation and Communication with Older Adult Community	yes, with various senior home facilities; newsletter to all of community		Med			
	Network of Information Hub	yes	Local Municipal Gov't	H			
	Service Force and Volunteer Opportunities	Volunteer opportunities offered with on line sign up, paid volunteer coordinator	Local Municipal Gov't	Med			
	Opportunities for Education, Culture, Reading, and Arts	Extensive range of educational and cultural courses; coordinate with strong library system of programs	Local Municipal Gov't	H			
	Participation in Current Affairs, Politics, and Civic Groups, History club, etc	US History and Citizenship preparation classes offered, active TV production engagement by seniors in club	Local Municipal Gov't	H			
	Technology proficiency assistance	Classes for digital devices and cyber security	Local Municipal Gov't	H			
	Employment Opportunities for 60+			Low			
	Promoting Inclusivity in all of our 60+ programs (applies to all services)			Med			
Healthy Living/Physical, Cognitive, and Mental Health	Nutrition, meals, meal on wheels, etc.	Don't have a Senior Nutrition Program, once a month birthday event		Low	590	Clients served (average monthly)	6.63%
	Mental and Behavioral Health Programs	yes, services list provided by city	Local Agency within City	H			
	Adult Day Care and Caregivers (Dementia Care)	yes, Live Oak Adult Day Care program (well subscribed with waiting list)	Adjacent to Regional Gov't	H			
	Fitness/Recreational Facilities & Programs (exercise, meditation, wellness, healthy living, etc.)	Senior Center offers sports, dancing, and other classes, use of De Anza for some activities such as swimming	Local Municipal Gov't	H		Members or Participants	0.00%
	Affordable Quality Housing - Seniors	Below Market Rate (BRM) housing program, wait list for 2022 closed		Med	127	Housing Units	1.43%
	Continuing Living Facilities, different residence models	Cupertino 818ehouses.com		Med	2	Housing Units	0.02%
Coordinated Network of providers	Accountability and Measurement, annual report on senior services, surveys, etc., transparency in plans and results, metrics	City managed, reporting of budgets, no annual senior report, Senior Center revisiting Advisory Board, no separate city senior commission	Local Municipal Gov't	Low			
	Program Governance	City managed	Local Municipal Gov't	Med			
	Professional, legal, estate, insurance, investment, etc.			H			
	Participation in Publicly Available Senior Programs outside the city			Med			
	Volunteer coordinator	yes see website, new volunteer orientation course provided	Local Municipal Gov't	H			
	Affordable membership cost	\$30, \$25 for residents, many clubs free, \$12 week series of classes \$15.68	Local Municipal Gov't	Med	25	Annual fee \$	
	Community Budget for Senior Services (total)	Live Oak Adult Day Care provides services in Cupertino		Med	1,439,451	Annual budget \$	\$ 162.17
	Municipal Budget for Senior Services	\$120 total expenditures with \$36.9K from fees, City also provides community funding grants with \$144K provided in 2021-22 for local festivals	Local Municipal Gov't	Med	1,289,451	Annual budget \$	\$ 145.27
Observations	Similarity to Los Gatos	Major employer does not provide support except for community where benefits employees (e.g. bike lanes)					
	Differences from Los Gatos	City run					
	Service delivery capability						
	Other	West Valley Community Services located in Cupertino independently provides extensive services to the disadvantaged					

Los Altos/ Los Altos Hills

Municipality: Prepared by: Date: Population: 65+ Population %: Demographics: Median Income:	Los Altos-Los Altos Hills						
	Dick Konrad						
	3/8/2022						
	30,304	Calculated 65+ Population					
65+ Population %: Demographics:	20%						6,101
	72% White, 31% Asian, .5% Black, 6.5% Other						
Median Income:	\$ 235,278						
Category	Service	Notes	Primarily Provided by (select)	Qualitative Assessment	Quantitative Value	Units	Per 65+ Population
Environment?	Safe, accessible and walkable space	Yes		Hi			
	Affordable Transportation	On the Move. Fully reimbursed +\$3 tip (Reimbursement of Uber, Lyft, taxi through July 2022)		Hi			
	Senior Services Facility	Los Altos Community Center - recently completed at a cost of \$35M	Local Municipal Gov't.	Hi			
	Senior Services Staffing		Local Municipal Gov't.	Med	1.75	Staff Full-Time Equiv (FTE)	0.0003
	Available Parks, Open Space, and Public/Social Spaces, close location,	Parks plus redwood forest reserve		Hi	10	Number of Parks	
	Personal Safety, crime rate, home call programs, walking safety	Sunshine home call program. 35 safest small city in America		Hi		Violent Crime rate per 1,000	
	Emergency and Disaster Preparedness			Hi			
	Help in Home Maintenance	Hesitant to do referrals		Low			
	Participation and Communication with Older Adult Community	Spotlight is emailed once pre month, and mailed for \$6 charge. Event inclusive during past year, pre-covid 650 for seniors and recreation programs. Currently 350 and do not count seniors independently		Med			
	Network of Information/Hub	Senior coordinator provides hub services		Med			
Purpose, Connection, and Belonging	Service Force and Volunteer Opportunities	Town website for volunteers		Med			
	Opportunities for Education, Culture, Reading, and Arts	Foothill College and 2 libraries		Hi			
	Participation in Current Affairs, Politics, and Civic Groups, History club, etc.	Talks by community leaders Volunteer theater summer concerts		Hi			
	Technology proficiency assistance			Low			
	Employment opportunities for 65+			Low			
	Promoting inclusivity in all of our 65+ programs (applies to all services)	none		Med			
	Nutrition, meals, meal on wheels, etc.	Prior to Covid lunch at 2 locations for 60 people, other services referred to Community Service Agency (CSA) in Mt. View	Adjacent or Regional Gov't	Hi	60	Clients served (average monthly)	0.98%
	Mental and Behavioral Health Programs	No programs, referrals to CSA (Community Services Mt. View)	Adjacent or Regional Gov't	Med			
	Adult Day Care and Caregivers (Dementia Care)			Low			
	Fitness/Recreational Facilities & Programs (exercise, meditation, wellness, healthy living, etc.)	Free card games, book club and some fitness programs. All else fee-based or not subsidized.		Hi	650	Members or Participants	10.65%
Healthy Living/Physical, Cognitive, and Mental Health	Affordable Quality Housing - Seniors	32 Rental units and 45 second living units monitored by Alta housing		Med	77	Housing Units	1.28%
	Continuing Living Facilities, different residence models	The Terraces, Bridgepoint, and Haden Lane Villa		Med		Housing Units	0.00%
	Coordinated Network of providers	1 Councilmember on Parks and Rec Commission		Hi			
	Accountability and Measurement, annual report on senior services, surveys, etc., transparency in plans and results, metrics						
	Program Governance	Run by city					
	Professional, legal, estate, insurance, investment, etc.	AAARP, SALA					
	Participation in Publicly Available Senior Programs outside the city	CSA and VTA		Med			
	Volunteer coordinator	Senior coordinator plus use of volunteers		Med			
	Affordable membership cost	No cost for membership		Med	\$ -	Annual fee \$	
	Community Budget for Senior Services (total)	Rec \$141K, Senior \$158K, to Covid \$392K for seniors and recreation			\$ 343,000	Annual budget \$	\$ 56.22
Observations	Municipal Budget for Senior Services		Local Municipal Gov't.		\$ 343,000	Annual budget \$	\$ 56.22
	Similarity to Los Gatos	A few basic recreational services and an e-mail information brochure					
	Differences from Los Gatos	1) Senior coordinator has a long-tenure in job 2) Many services are referred to outside agency 3) Funding comes from the city 4) no membership fee for seniors 5) a new dedicated community center that cost \$35M 6) Many talks by community providers					
	Service delivery capability						
	Other						

Morgan Hill

Municipality: Morgan Hill, CA								
Prepared by: Tom Fricano								
Date: 3/15/2022								
Population: 45,483	45,483	Calculated as 65+ Population						
45+ population: 145	145	6,348						
Demographics:	white 73%, hispanic 31%, asian 14%, black 2%, foreign born 18%, bachelor's degree 44%, pov at 4% (SSUR Hill RE), broadband 92%							
Median income:	\$ 134,000							
Category	Service	Notes	Primarily Provided by (select)	Qualitative Assessment	Quantitative Value	Units	For 65+ Population	
Environment	Safe, accessible and valuable space	Storerooms only in downtown area		Med				
	Affordable Transportation	Senior door-to-door trips, for medical groceries by SourceWise; senior curb to curb RIDE program managed by Morgan Hill/Volunteer drivers, VIA Access senior paratransit, minimal VIA bus service	Adjacent or Regional Gov	Med				
	Senior Services Facility	Senior Center in Community Center complex, out side of downtown; community, aquatic and senior center built 2001 de w/dirty funds Regional Development Agency (RDA) support and some county support. Endowment from friends of senior center	Local Municipal Gov's	Med	4839	sq. ft.		
	Senior Services Staffing	Senior recreation supervisor and some staff help	Local Municipal Gov's	Med	1.75	Staff Full-time Equiv (FTE)		
	Available Parks, Open Space, and Public/Social Spaces, close to location.	~15 parks of various size. Active and Safe Parks initiative grant (CDC) to revitalize and increase use of Galvan Park	Local Municipal Gov's	Med		Number of Parks		
	Personal Safety, crime rate, home call programs, walking safety	Crime rates are well below national average		Med		1.34 Violent Crime rate per 1,000		
	Emergency and Disaster Preparedness	Emergency Operations Plan, CERT basic training, home radio, disaster supply kit & planning information, emergency call center, lot of volunteer participation	Local Municipal Gov's	Med				
	Help in Home Maintenance	Provide information from list of known trusted local resources		Med				
	Participation and Communication with Older Adult Community	1900 membership phone 33+ (pre-COVID) using center; lot of community center members ~13000 (pre-COVID) now ~9000 with ~1400 55+. Communication by paper for older seniors placed in lunch bags, handed out by drivers in senior center, by email list to ~2000, by website each month, by social media, by posting, and by marketing senior services in recreation program email.	Local Municipal Gov's	Med				
	Network of Information/Hub	Info provided by brochures, list of known trusted resources in community, couple volunteers answer questions		Med				
Health Living/Physical, Cognitive, and Mental Health	Service Forward Volunteer Opportunities	Volunteer intake and coordination for senior center and city managed by part-time senior center welcome desk.		Med				
	Opportunities for Education, Culture, Reading, and Arts	Senior center provides opportunities through classes		Med				
	Participation in Current Affairs, Politics, and Civic Groups, History Club, etc.	Senior center classes		Med				
	Technology proficiency assistance	Computer lab, Wed. 10:30-3:00 digital device help by volunteers on drop in basis (very popular)		Med				
	Employment Opportunities for 60+	SourceWise county program	Local Municipal Gov's	Low				
	Promoting Inclusivity in all of our programs (applies to all services)	A pleasant note: The club	Local Municipal Gov's	Med				
	Nutrition, meals, meals on wheels, etc.	Senior lunches M-F (currently boxed) sponsored by YMCA of Silicon Valley and supported by county nutrition program and T1's (\$250,000/yr.), Meals on Wheels (donor-based).	Adjacent or Regional Gov	Med	75	Clients served (average monthly)	1.38%	
	Mental and Behavioral Health Programs	Community Solutions to Crisis Del Puente Treatment Center, Pymurgy Huerto Verde psychiatric hospital.	Local Agency within City	Low				
	Adult Day Care and Caregivers (Dementia Care)	Monthly caregiver support group by Alzheimer's Association	Adjacent or Regional Gov	Low				
	Fitness/Recreation Facilities & Programs (aerobic, meditation, wellness, healthy living, etc.)	Senior center, aquatic center, classes, e.g., art, Tai Chi	Local Municipal Gov's	Med	1900	Members or Participants	29.84%	
Coordinated Network of providers	Affordable Quality Housing - Seniors	Various of affordable rent of apartment's		Med		Housing units	0.00%	
	Continuing Living Facilities, different residence models	4 assisted living facilities, 2 retirement facilities, 2 nursing homes		Med		Housing units	0.00%	
	Accountability and Measurement, annual report on senior services, surveys, etc., transparency in plans and results, metrics	Detailed monthly tracking of membership, participation in programs by member type, media program, member demographics, volunteer hours, and performance measures. Nutrition survey for nutrition program and program and services survey annually. Periodic press releases on program impact with some data on # people served, etc.		Med				
	Program Governance	City governs facility and programs through the Recreation Department.		Med				
	Professional, legal, estate, insurance, investment, etc.	Care Management for seniors (SourceWise), SAA, free legal advice for 60+, AARP tax prep for low/middle income, Health Insurance Counseling, local on makes external programs inconvenient to use	Adjacent or Regional Gov	Med				
	Participation in Publicly Available Senior Program outside the city	Yes, Senior center welcome desk (part-time) person & volunteer, complete form, maintain list (one-time vs. ongoing where fingerprint & background check), act as a resource for city volunteers in addition, have 30 volunteers in senior center or, also have meals and wellness calls volunteers. (Had no organized volunteer effort before 2018)	Local Municipal Gov's	Med				
	Volunteer coordinator	Yes, Senior center welcome desk (part-time) person & volunteer, complete form, maintain list (one-time vs. ongoing where fingerprint & background check), act as a resource for city volunteers in addition, have 30 volunteers in senior center or, also have meals and wellness calls volunteers. (Had no organized volunteer effort before 2018)	Local Municipal Gov's	Med				
	Affordable membership cost	No annual fee. Some classes (like art) have fees, like \$2/class or \$38/session of classes.	Local Municipal Gov's	Med	\$ -	Annual fee \$		
	Community Budget for Senior Services (total)	SourceWise city (\$250K), program fees (\$33K), and donations (\$48K). Nutrition program funded by county + YMCA (\$184K\$44K). Local donation sources are: weekly bingo program (\$30K/yr.), Friends of Morgan Hill Senior Center that provides grant program (\$20K/yr.), Friends has established an endowment (\$300,000) with \$1.5M goal that start off with \$43K gift. Transportation receives some RIDE support. SourceWise supports some Morgan Hill/City programs, (\$390,000 total includes city staff of \$340,000.)		Med	\$ 391,000	Annual budget \$	\$ 92.81	
	Municipal Budget for Senior Services	Facility: \$337,000; Supplies & Services \$13,000; Facility Costs: \$47,000.			\$ 340,000	Annual budget \$	\$ 53.40	
Observations	Similarity to Los Gatos	Makes use of services provide by county programs.						
	Differences from Los Gatos	Community, aquatic & senior center with modern facilities and ample parking away from downtown area. City support and coordination of senior center and greater engagement of community in support of senior services						
Service delivery capability		Senior Center lobby/Reception/hallways 1127 sq ft, Senior Center Coordinator's Office 130 sq ft, Activity Rms #1&2 772 sq ft, Computer room 277 sq ft, SC classrooms 112 sq ft, Senior Center MPR Room 1794 sq ft, Kitchen 403 sq ft, Teen Center on off hours 1401 sq ft, Total Community Center 36,000 sq ft.						

Morgan Hill (cont.)

Observations	Volunteer coordinator	Yes. Senior center welcome desk (part-time) person is gatekeeper, complete form, maintain list (one-time vs. ongoing where fingerprint & background check), act as a resource for city volunteers in addition. Have 50 volunteers in senior center, also have meals and wellness calls volunteers. (Had no organized volunteer effort before 2015).	Local Municipal Gov't.	Med			
	Affordable membership cost	No annual fee. Some classes (like art) have fees, like \$2/class or \$58/session of classes.	Local Municipal Gov't.	Hi	\$	Annual fee \$	
	Community Budget for Senior Services (total)	Sources are city (\$260K), program fees (\$33K), and donations (\$48K). Nutrition program funded by county - YMCA (\$86K+\$64K). Local donation sources are: weekly bingo program (\$30K/yr.), Friends of Morgan Hill Senior Center that provides grant program (\$20K/yr.), Friends has established an endowment (\$300,000) with \$1.5M goal (has started with \$45K gift). Transportation receives some RYDE support. Sourcewise supports some Morgan Hill/Gilroy programs. (\$590,000 total includes city part of \$340,000.)		Med	\$ 591,000	Annual budget \$	\$ 92.81
	Municipal Budget for Senior Services	Staffing: \$232,000. Supplies & Services: \$13,000. Facility Costs: \$47,000.			\$ 340,000	Annual budget \$	\$ 53.40
	Similarity to Los Gatos	Makes use of services provided by county programs.					
	Differences from Los Gatos	Community, aquatic & senior center with modern facilities and ample parking away from downtown area. City support and coordination of senior center and greater engagement of community in support of senior services.					
	Service delivery capability	Senior Center Lobby/Reception/hallways 1127 sq ft, Senior Center Coordinator Office 132 sq ft, Activity Rms #1 & 2 772 sq ft, Computer room 277 sq ft, SC restrooms 112 sq ft, Senior Center MPR Room 1796 sq ft, Kitchen 623 sq ft, Teen Center on off hours 1401 sq ft, Total Community Center 56,000 sq ft.					

Palo Alto

Municipality: Palo Alto, CA							
Prepared by: Kathy Minnatch							
Date: 3/7/2022							
Population: 68,572		Calculated 65+ Population					
65+ Population%: 19.40%		13,303					
Demographics: 58% White, 33% Asian, 10% Hispanic, 1% Black, 1% Native American, 1% Pacific Islander							
Median Income: \$138,271							
Category	Service	Notes	Primarily Provided by (select)	Qualitative Assessment	Quantitative Value	Units	For 65+ Population
Environment	Safe, accessible and walkable space	Walkable Downtown		Med			
	Affordable Transportation	Avenida's door-to-door OUTREACH Star	Local Agency within City	HI			
	Senior Services Facility	Avenida's Village, 460 Bryant, non profit	Local Municipal Gov't	HI			
	Senior Services Staffing			HI		Staff Full-Time Equiv (FTE)	0.0000
	Available Parks, Open Space, and Public/Social Spaces, close location,	4,000 acres of open spaces and parks 142 acres of urban park area, over 20 parks		HI		Number of Parks	
	Personal Safety, crime rate, home call programs, walking safety		2 Local Municipal Gov't	Low		Violent Crime rate per 1,000	
	Emergency and Disaster Preparedness	Office of Emergency Preparedness. Comprehensive list of services, communication and advice.	Local Municipal Gov't	HI			
Purpose, Connection, and Belonging	Help in Home Maintenance	Home Efficiency Clinic, Consultation	Local Agency within City	HI			
	Participation and Communication with Older Adult Community	Online "public letters to city council"		HI			
	Network of Information Hub	Avenida's.org		HI			
	Service Force and Volunteer Opportunities	May be accessed through City of Palo Alto website		HI			
	Opportunities for Education, Culture, Reading, and Arts	Avenida's.org Many programs available for Seniors		HI			
	Participation in Current Affairs, Politics, and Civic Groups, History club, etc	Variety of classes ranging from cooking, dancing, to Karate and Yoga		HI			
	Technology proficiency assistance	yes, have internet workshops		HI			
	Employment Opportunities for 65+			Med			
	Promoting Inclusivity in all of our 60+ programs (applies to all services)	Office of Human Services website. All of the following "Healthy Living" segments have extensive information and referral services.		HI			
	Nutrition, meals, meals on wheels, etc.	La Comida, 435 E Charleston. Senior Nutrition Program. Served 2,700 meals in February 2022.		HI	4513	Clients served (average monthly)	33.92%
Healthy Living/Physical, Cognitive, and Mental Health	Mental and Behavioral Health Programs	Office of Human Services website		HI			
	Adult Day Care and Caregivers (Dementia Care)	Rose Klein Center		HI			
	Fitness/Recreational Facilities & Programs (exercise, meditation, wellness, healthy living, etc.)	Avenida's, Cubberly & Mitchell Park - Annual fees are higher but classes are lower and flexible		HI		Members or Paid/parts	0.00%
	Affordable Quality Housing - Seniors	29 complexes	Local Municipal Gov't	Med	1,123	Housing Units	8.44%
	Continuing Living Facilities, different residence models	27,983		HI	7	Housing Units	0.05%
	Coordinated Network of providers	website		HI			
Coordinated Network of providers	Accountability and Measurement, annual report on senior services, surveys, etc., transparency in plans and results, metrics	Program Governance		HI			
	Professional, legal, estate, insurance, investment, etc.	Palo Alto Mediation Program. Provides assistance for various legal disputes, ranging from tenant/landlord to small business/consumer disputes. A large selection of banks and insurance/investment firms and trust and estates legal services		HI			
	Participation in Publicly Available Senior Programs outside the city	Stanford University, Menlo College.		Med			
	Volunteer coordinator			HI			
	Affordable membership cost	\$40 to \$250 per year		Med	\$ 6000	Annual fee \$	
	Community Budget for Senior Services (total)	1,664,645			\$ 1,664,645	Annual budget \$	\$ 125.13
Observations	Municipal Budget for Senior Services	1,084,058			\$ 1,084,058	Annual budget \$	\$ 81.49
	Similarity to Los Gatos	Cubberly Center has the broadest amount of general community activities. From dance classes and karate to other 1 time large events.					
	Differences from Los Gatos	Palo Alto has a broad revenue base, including hotel tax and various usage fees and taxes.					
	Service delivery capability	Strong capability to deliver services. However the city's budget appears to be primarily focused on improvements to infrastructure and less so to community programs.					
Other		\$10 million dollar, \$5 million from city of PA					

Princeton, NJ

Municipality:	Princeton, NJ								
Prepared by:	Ellen Schwartz								
Date:	3/7/2022								
Population:	31,000	Calculated 65+ Population:	17%	5,208					
65+ Population %	Demographics:	white 73%, asian 17%, black 6%, hispanic 8%, foreign-born 29%, bachelors+ degree 81%, poverty 6%, broadband 90%.							
Median income:	\$ 138,000	per household							
Category:	Service:	Notes:	Primarily Provided by (select):	Qualitative Assessment:	Quantitative Value:	Units:	Per 65+ Population:		
Environment	Safe, accessible and walkable space	Sidewalks in central part of town		HI					
	Affordable Transportation	for seniors only: Ride Provide (subsidized) uses vol. drivers in their own cars. For all ages: Free muni bus (M-F) town route. For all ages: free Univ. buses parts of town when units in session. for seniors: reduced rates for seniors on public transit to other towns: buses, train		HI					
	Senior Services Facility	2nd 3. Primary is used most; newly converted office building (12,000 sq. ft.) in wooded setting (2021 moved in). 2nd is their original building near downtown, still used a little & rent space to others. 3rd small building, they don't even, but they have small program there, is near low-cost housing. New building (12,000 sq. ft., bought in Dec 2020, moved into in 2021, has \$5-million capital campaign, kicked off with 1 donor giving \$1.3million.	Local Agency within City	HI					
	Senior Services Staffing	7 full-time, 8 part-time. 50 instructors (at least some are volunteers). https://www.princeton.edu/sites/default/files/2021-03/psrc-senior-services-staffing-report-2021-2022.pdf		HI		16 Staff Full-Time Equiv. (FTE)	0.0031		
	Available Parks, Open Space, and Public/Social Spaces, walking location,			HI		20 Number of Parks			
	Personal Safety, crime rate, home call programs, walking safety	Violent crime 3.2/10,000, property crime 7.9/10,000. https://www.princeton.edu/sites/default/files/2021-03/psrc-senior-services-staffing-report-2021-2022.pdf		HI		0.32 Violent Crime rate per 1,000			
	Emergency and Disaster Preparedness	PSRC responded to Covid well: vaccine fides (111 volunteers helped 887 seniors get appts.), converted to Zoom, increased meals on wheels.		Med					
	Help in Home Maintenance	Social worker will refer to someone. PSRC has Homebased volunteers whose prim. role is visiting homebound but could help with minor things.		Low					
Purpose, Connection, and Belonging	Participation and Communication with Older Adult Community	PSRC monthly newsletter by email (if mail \$10/yr) and excellent website		HI					
	Network of Information/Hub	maintained by PSRC	Local Municipal Gov't	HI					
	Service Force and Volunteer Opportunities	PSRC volunteer coordinator & separate GrandPats coordinator (130 people leading to 500 volunteer hours). Evergreen forum is part of psrc that is volunteer-led classes (1300 students). They told me that while many retired professors volunteer, also many instructors are just knowledgeable (not professors). Corporations do community service. (PSRC, for example 60 Bloomberg employees volunteered last year)		HI					
	Opportunities for Education, Culture, Reading, and Arts	PSRC has classes in this category as part of Evergreen Forum. But beyond PSRC, because of presence of Univ., there is Theater, Concerts, Museum, uni. courses to audit. Also local choral groups, local orchestra, local theater group, art org. classes, Adult Ed. adult rec. Y programs	Local Agency within City	HI					
	Participation in Current Affairs, Politics, and Civic Groups, History club, etc.	Habitat Society, NewComers-interest groups, activities (attracts newly retired, not just newcomers)		HI					
	Technology proficiency assistance	PSRC's Tech Lab opened in Feb had 633 client visits in 2021. Also virtual appts. for tech assistance. In general in town, 2020 census says 90% residents have broadband, New-ish library in center of town.		HI					
	Employment Opportunities for 60+	just provides links to listings & programs		Med					
	Promoting inclusivity in all of our programs (applies to all services)	Didn't find an official statement, fall fundraising event speaker was Dr. Bernice King (MLK's daughter) held some activities in low-cost housing neighborhood		HI					
Healthy Living/Physical, Cognitive, and Mental Health	Nutrition, meals, meals on wheels, etc.	Various agencies, religious orgs., county government. Not clear if anything implemented by town itself. Some specific to seniors. On these 2 charts, show Meals on wheels and other services. https://www.princeton.edu/sites/default/files/2021-03/psrc-senior-services-staffing-report-2021-2022.pdf https://www.princeton.edu/sites/default/files/2021-03/psrc-senior-services-staffing-report-2021-2022.pdf	Local Agency within City	Med		Clients served (average monthly)	0.00%		
	Mental and Behavioral Health Programs	PSRC has Social workers. Offer discussion & support groups, total of 997 participants, 626 hours of case-management and counseling. Other agencies that offer services include other non-profits, Y, hospitals.	Adjacent or Regional Gov.	Med					
	Adult Day Care and Caregivers (Dementia Care)	Adult day care by private businesses in surrounding towns. PSRC has support groups including a group for dementia (early stage), a group for caregivers & a group for children of aging parents		HI					
	Fitness/Recreational Facilities & Programs (aerobic, meditation, wellness, healthy living, etc.)	PSRC Y, adult ed. adult rec, private gyms, yoga, etc (PSRC had 157 virtual fitness participants in 2021). Value in qualitative column of 1300 represents the total		HI		1300 Members or Participants	24.9%		
	Affordable Quality Housing - Seniors	11 Princeton Housing Auth. owns and manages 236 family and senior-disabled apartments within the developments throughout Princeton. 20 Princeton Community Housing provides and manages 488 affordable rental homes for individuals, families, seniors, and people with disabilities with very low, low, and moderate income. More than 1,000 residents about 3% of the Princeton population. https://www.princeton.edu/sites/default/files/2021-03/psrc-senior-services-staffing-report-2021-2022.pdf		Low		Housing Units	0.00%		
	Continuing Living Facilities, different residence models	a little in town, much more in adjacent towns		Low		Housing Units	0.00%		
Coordinated Network of providers	Accountability and Measurement, annual report on senior services, surveys, etc., transparency in plans and results, metrics	PSRC is a 501(c)(3) nonprofit. Their links on its website for download to its annual Director's Report, R\$ 990. Publishes annual financial statement. If email is correct, in 2021, expenses were \$778,000, got \$143,000 (2018) from muni contract, lots of donations (kindergarten). https://www.princeton.edu/sites/default/files/2021-03/psrc-senior-services-staffing-report-2021-2022.pdf has info on financials		HI					
	Program Governance	PSRC formed as a non-profit in 1979. Now Board of Directors (17 people) & Advisory Council (15 people). Person I spoke to does not believe Town puts any for board or council (will get back to me if she learns otherwise)							
	Professional, legal, estate, insurance, investment, etc.			Low					
	Participation in Publicly Available Senior Programs outside the city	While lots of programs avail. outside of Princeton, Princeton has most comprehensive offerings		HI		1.5 people			
	Volunteer coordinator	1.5 coordinators		HI		Annual fee \$			
	Affordable membership cost	0 if want them to mail the monthly newsletter (instead of email), it's \$10/yr		HI		\$			
	Community Budget for Senior Services (total)	778,000 is what psrc spent in 2018 (2020 708k of spending comes from psrc, 19% from municipal contracts & rentals, 11% from program revenues). Note these values refer to the spending by only the senior center itself. The figures do not include any other services that seniors benefit from like the free bus, health dept., food bank, library programs, adult ed., Y, university, etc.		HI		\$ 778,000	Annual budget \$	\$ 149.39	
	Municipal Budget for Senior Services	\$271,000 is amount town allocated to PSRC for 2021. Although for 2020, they had allocated a similar 253,000, they only actually disbursed 172,000. \$47 million is total town budget (2021). In 2018 PSRC said town gave them 143,000: 778,000 is what psrc spent in 2018. Town 2021 budget is 1.5 Contribution to Senior Resource Center: 10,000 in salaries and 260,811 in other expenses. Total is 270,811. Note that all of these dollar amounts refer to the senior center itself. The figures do not include any other services that seniors benefit from like the free bus, health dept., food bank, library programs, adult ed., Y, university, etc.				\$ 270,811	Annual budget \$	\$ 51.94	
Observations	Similarity to Los Gatos	socioeconomic, strong town identity, downtown important to identity, natural beauty & historic is valued							
	Differences from Los Gatos	Princeton is a hub (culturally) for surrounding towns. Has Princeton U. Some seniors may not be there in the winter							
	Service delivery capability	5213 total constituents served in 2021, focus is 65+, but some people under since offers rel. planning, caregiver support. Programs are open to anyone in the greater Princeton area, and attracts residents from surrounding counties. About 50% are from out-of-town. During covid even had people from out of state. Some of out-of-state are people who leave in winter but loved ability to stay connected while away, will likely continue beyond covid. During Covid, everything was on zoom but will keep some zoom aspects going forward because some people prefer it. ~1,300 people attend classes and > 75 receive assistance weekly. PSRC's 60 collaborative partners and 375 volunteers help make this all possible.							
	Other	PSRC Uses Zoom extensively. No fee to join. Activities like films, "FYI" 1-time vol. instructor talks, & Ted talks are free. (Overall funding is only 15% from fees). Classes like art, exercise, writing have fee to "break even" to cover cost of instructor. Evergreen forum \$95 for 8 hrs of 2hr classes. Have "senior scholarship" - To apply, participant talks to one of PSRC social workers about "what comfortable paying" is. Not a formal "proof-of-financialness" process. Cantata Evergreen class per session this way. Lots of fundraising and donors. 50% non-fee participants. 1300 people attending classes. 375 volunteers for senior center. Funding comes from a wide range of sources: individual donors (37%), Municipality of Princeton (19%), program fees (15%), corporations (10%) and foundations (4%).							

Princeton, NJ (cont.)

Observations	Community Budget for Senior Services (total)	776,000 's what princ spent in 2018(2020 76% of spending comes from contrib, 19% from munic go contracts & grants, 5% from program revenue). Note: these values refer to the amounting by only the senior center itself, the figures do not include any other services that seniors benefit from like free bus, health center, food bank, library programs, adult ed, & University, etc.	H	\$ 776,000	Annual budget \$	\$ 149.39		
	Municipal Budget for Senior Services	577,000 is amount town allocated to PSRC for 2021. Although for 2020 they had allocated a sum of 253,000, they only actually disbursed 72,000. \$67 million is total town budget(2021). In 2018 PSRC said town gave them 143,000: 776,000 's what princ spent in 2018. Town 2021 budget says Contribution to Senior Resource Center- 10,000 in salaries and 260,511.00 in other expenses. Total: 270,511. Note that a of these dollar amounts refer to the senior center itself . The figures do not include any other services that seniors benefit from like free bus, health center, food bank, library programs, adult ed, & University, etc.		\$ 270,511	Annual budget \$	\$ 51.94		
	Similarity to Los Gatos	socioeconomic, strong town identity, downtown important to identity, natural beauty & historic is valued						
	Differences from Los Gatos	Princeton is a hub(culturally) for surrounding towns. Has Princeton U.. Some seniors may not be there in the winters						
	Service delivery capability	5213 total constituents served in 2021. focus is 55+ , but some people under since offers retir. planning& caregiver support. Programs are open to anyone in the greater Princeton area, and attracts residents from surrounding counties About 50% are from out-of-town. During covid even had people from out of state. Some of out-of-staters are people who leave in winter but loved ability to stay connected while away, will likely continue beyond covid. During Covid, everything was on zoom, but will keep some zoom aspects going forward because some people prefer it. ~1,300 people attend classes and > 75 receive assistance weekly. PSRC's 60 collaborative partners and 375 volunteers help make this all possible.						
	Other	PSRC Uses Zoom extensively. No fee to join. Activities like films, "FYI"=1-time vol. instructor talks, & Too talks are free. (overall funding is only 15% from fees). Classes like art, exercise, writing have fee to "break even" to cover cost of instructor; Evergreen forum -\$95 for 8wks of 2hr classes. Have "senior scholarships" - 1 to apply, participant talks to one of PSRC social workers about "what comfortable paying". is Not a formal "prove financial-need" process. Can take 1-evergreen-class over session this way.Lots of fundraising and donors. 50% non-res participants. 1300 people attending classes. 375 volunteers for senior center. Funding comes from a wide range of sources: individual donors (37%), Municipality of Princeton (19%), program fees (15%), corporations (10%) and foundations (4%).						

Saratoga

Municipality: Prepared by: Date: Population: 65+ Population %: Demographics: Median Income:	Saratoga, CA							
	Tom Pincus							
	2/18/2022							
	37,851	Calculated 65+ Population						
	23%	7,142						
	48% Asian, 48% white, 4% Hispanic							
	\$ 191,677							
Category	Service	Notes	Primarily Provided by (select)	Qualitative Assessment	Quantitative Value	Unit	Per 65+ Population	
Environment	Safe, accessible and walkable space	Walkable downtown	Local Municipal Gov't	Med				
	Affordable Transportation	RYDE program, VTA Access, VTA limited bus route	Adjacent or Regional Gov	Hi				
	Senior Services Facility	Saratoga Senior Center (managed by SASCC) meet to LGS Rec. SASCC brought land in 1971, built community senior center, sold to city in 1987 and established public-private partnership. Facility provided and property managed non-free by city. Facility remodeled at SASCC expense in ~2019.	Local Agency within City	Hi	6286	sq ft.		
	Senior Services Staffing	Staffing in 4 areas: Senior center, adult day care, RYDE, Outlook monthly. 15 full time & 3 part time staff	Local Agency within City	Hi	15	Staff/ Full-Time Equiv (FTE)	0.0021	
	Available Parks, Open Space, and Public Social Spaces, close location,	City parks: 14 parks totaling 111 acres (range from <1 to 64 acres) outside venues, Hakone, Montalvo, Mt. Winery		Med	14	Number of Parks		
	Personal Safety, crime rate, home call programs, walking safety	Safe walkable area around downtown. Crime rates are well below national average.		Hi	0.61	Violent Crime rate per 1,000		
	Emergency and Disaster Preparedness			Med				
	Help in Home Maintenance	Provide information on on-profile opening in area and services across county		Med				
	Participation and Communication with Older Adult Community	Senior Center has 2500 members paying annual fee with ~30% of members/month participating in center programs. Outlook - monthly newspaper for seniors (print & online)		Hi	2500	members		
	Network of Information Hub	SASCC Outlook paper, social media postings, senior center staff feedback		Hi				
Purpose, Connection, and Belonging	Service Force and Volunteer Opportunities	Saratoga city volunteer website. SASCC volunteer opportunities handled by managers of 4 areas: RYDE, Senior Center, Adult Day Care, Outlook newspaper with operations manager providing overall coordination, do not use software.	Local Agency within City	Hi				
	Opportunities for Education, Culture, Reading, and Arts	SASCC offers by community leaders, West Valley College, Saratoga Civic Theatre, Hakone Gardens, Mountain Winery, Villa Montalvo	Local Agency within City	Hi				
	Participation in Current Affairs, Politics, and Civic Groups, History club, etc	SASCC: leaders, quilting, karaoke, mahjong, x-penches, etc, memoir writing, Chinese chamber music, book club, Aradon social group	Local Agency within City	Med				
	Technology proficiency assistance	SASCC senior center computers, weekly tech drop-in classes	Local Agency within City	Hi				
	Employment Opportunities for 60+	Saratoga County Library, Sourcewise county program	Adjacent or Regional Gov	Med				
	Promoting inclusivity in all of our 60+ programs (applies to all services)	SASCC volunteer program opportunities, Sourcewise and other county programs	Local Agency within City	Med				
	Nutrition, meals, meals on wheels, etc.	Meals on wheels, Wed. Senior lunch program at Senior Center (pre-Covid)	Local Agency within City	Med		Meals served (average monthly)	0.00%	
	Mental and Behavioral Health Programs	Saratoga Adult Care Center, SASCC programs (e.g., meditation)	Local Agency within City	Med				
	Adult Day Care and Caregivers (Dementia Care)	Adult day care 5 days/week with meals, fully licensed	Local Agency within City	Hi				
	Fitness/Recreational Facilities & Programs (exercise, meditation, wellness, healthy living, etc.)	1) SASCC: fitness classes, Tai-Chi, ping-pong, yoga, tai chi/taekwondo, line dance, bocce ball, dances, chair exercises 2) Los Gatos Saratoga Recreation: recreational classes	Local Agency within City	Hi	2500	Members or Participants	35.01%	
Healthy Living/Physical, Cognitive, and Mental Health	Affordable Quality Housing - Seniors	Unlimited affordable housing - Saratoga Retirement Community all high end		Low		Housing Units	0.00%	
	Continuing Living Facilities, different residence models	1) Saratoga Retirement Community: Retirement community (includes assisted living, memory support, skilled nursing & rehabilitation support) 2) Our Lady of Fatima Villa Assisted Living 3) San Homie Saratoga Assisted living facility facility 4) Continuum Care Center: Assisted living facility		Med		Housing Units	0.00%	
	Coordinated Network of providers	Provided by SASCC Board of Directors with City leaders via public meetings, Saratoga senior surveys, annual senior report not published	Local Agency within City	Med				
	Program Governance	City has outsourced senior program governance to nonprofit SASCC which is managed independently with agreement for non-free use and SASCC maintenance of city facilities	Local Agency within City	Hi				
	Professional, legal, estate, insurance, investment, etc.	County support nonprofits such as Sourcewise and AAAP provide services such as SALA for legal, tax prep., HICAP for insurance	Adjacent or Regional Gov	Med				
	Participation in Publicly Available Senior Programs outside the city	West Valley Community Services, Campbell and other senior centers.		Med				
	Volunteer coordinator	Supervision of 43 SASCC programs, RYDE, Senior Center, Adult Day Care, and Outlook newspaper intake volunteers for their programs, with overall coordination provided by operations manager, software not used.		Hi				
	Affordable membership cost	Annual fee is \$30/yr/person with 2500 members, ~30%/month participate in activities. SASCC classes free (80%) or fee is collected by teacher at their discretion (20%) (no contractor issues for SASCC), LGS Rec charges for their classes, SASCC is partnering with West Valley College to provide free classes for seniors (WVC gets to count enrollment and use SASCC facilities)		Hi	\$ 30.00	Annual fee \$		
	Community Budget for Senior Services (total)	Revenues are from Foundation support, gov grants/contracts, individual contributions, Outlook ads, fees for external services (35-40%). Recent growth in 2018 extr. tyler hired, staff was 7, budget \$475K, since then membership realized, senior center remodeled at SASCC expense, and budget tripled.	Local Agency within City	Hi	\$ 1,370,000	Annual budget \$	*****	
	Municipal Budget for Senior Services	City provides to help support senior center and adult day care center	Local Municipal Gov't		\$ 70,000	Annual budget \$	\$ 70,000.00	
Observations	Similarity to Los Gatos	Size, population, density, transportation						
	Differences from Los Gatos	Extent and completeness of senior program handling by outsourced nonprofit. Strong partnership and communication between the operating nonprofit and City						
	Service delivery capability	More mature, efficient, extensive, and less fragmented	Local Agency within City	Hi				
	Other	Community Center facility (10,217 sq. ft.) is used by LGS Rec for providing recreational programs and is next to the Senior Center	Local Agency within City					

Appendix F

Goals 1-3-10 Year Vision Activities Detail

Goal 1 Appealing and Inviting Facility (Renovate or Build)

ONE YEAR

1. Form Facilities Advisory Committee

- Community charrettes/workshops (needs & conceptual plan).
- Community input on needs & concepts.

2. Interim Repairs

- Track existing facility utilization. *continuing*
- Ongoing projects - ADA accessible bathroom upgrade.

3. Fundraising Options

- Establish a 501(c)3 nonprofit to support fundraising for senior services.
- Form board for the senior nonprofit.
- Establish a fundraising committee.

THREE YEARS

1. Develop 3 Models of Center - Look, Cost, Operation

(Palo Alto, Los Altos, Morgan Hill)

- Evaluate existing space and renovation options.
- Evaluate off-site venues and potential partners.
- Conduct feasibility study.
- Develop a design example/model.
- Define space alternatives.
- Establish key features of the facility.
 - Ability to rent.
 - Host large community and county-wide events.
 - Enhanced recreational and fitness activities.
 - Educational and social activities.
 - Accessible.
- Identify the preferred alternative (renovate or build).

2. Fix or Build Decision

- Architect consultation.
- Builder consultation.
- Conceptual design.
- Form a building committee.
- Develop an implementation plan.
- Architectural drawings and model to support fundraising.

3. Fundraising

- Partner with County Supervisors and State Legislatures on funding plans.
- Explore government grants- local, state and federal.
- Capital campaign consultant and develop annual targets.
- Launch capital campaign.
- Complete capital campaign.

TEN YEARS

1. Ribbon Cutting of Welcoming Facility

- Operating model.

- Sustainable financial plan.
- Establish business support options - how to run and operate a community center.
- Provide a staffed welcome desk to answer questions and accept volunteer applications.
 - Ensure ample quality space for older adult services and programs.
 - Ribbon cutting and opening.

Goal 2. Core Senior Services

ONE YEAR

1. Support Continuation of Programs That Provide Older Adults with Adequate Social, Educational, Healthy Living and Adequate Diet Options

- Maintain programs for social engagement, educational enrichment and healthy living guidance for older adults with limited resources.
- Ensure continuation of a nutrition program that supports food security through a low cost meals program.
- Promote availability of food through food bank services, collecting and making available excess groceries, etc.

2. Support Re-establishment of Adult Day Services

- Re-establish an adult day care services program in Los Gatos.
- Promote programs that provide caregiver support groups with facilitators.

3. Ensure Safety Net for Older Adults

- Advocate for support of community nonprofits that provide essential services used by older adults.
- Seek ways to increase the availability of case management support.
- Support programs that provide services for the unhoused and those seeking housing.
- Promote county fall prevention programs.
- Promote personal safety and security information for older adults.
- Support daily telephone check-ins for older adults.

4. Support the Community Health and Senior Services Commission in Promoting the Formation of a Health Clinic with Mental Health Services in the West Valley

- Establish a liaison or mental health task force to monitor opportunities for a health clinic and mental health services in the West Valley.
- Monitor county initiatives on establishing a health clinic including mental health access in the West Valley.
- Create a mental health information directory.

THREE YEAR

1. Enhance Facilities and Utilization of Community Parks

- Enhance seating and meet up areas in Town parks.
- Establish exercise programs in parks & on the Town plaza.
- Increase the opportunity for outdoor recreational activities in Town parks.

2. Support Enhancement of Caregiver and Adult Day Services

- Promote caregiver family respite programs.
- Plan for programs and facilities that can meet the increased needs of families and clients due to the projected growth in people with dementia.

3. Promote Community Gardens

- Promote completion of a community garden near Union.
- Expand the community garden concept to other locations.

TEN YEAR

1. Ongoing Health and Welfare Assessment of Essential Needs

- Analyze and re-assess essential core services and adjust or add as needed.
- Develop an annual review of the local community welfare and safety net resources.

Goal 3. Communications and Engagement

ONE YEAR

1. Create Information HUB 2.0 and Promote Its Effectiveness

- Refine HUB to make access to senior services much more intuitive and broaden coverage to include additional services in the community.
- Recruit a specific, volunteer group of HUBBIES to help maintain the accuracy of the HUB information.
- Schedule feedback sessions to teach older adults how to access information.
- Promote on-going awareness of the HUB through articles and advertising in local newspapers (Los Gatan, The Outlook), KCAT TV, newsletters (Town, Chamber, 55 Plus, etc.).
- Create and distribute a HUB promotional sticker for display in the windows of Town businesses.
- Track HUB clicks and number of calls that request information for older adults; identify most popular areas.

2. Promote Community Services Awareness and Engagement

- Establish an outreach ambassador volunteer program to go to where older adults live.
- Establish a network for mutual awareness with other community programs (Jewish Silicon Valley Healthy Aging, local nonprofits, etc.).
- Promote county and state government resources and assistance programs available locally to older adults.
- Establish participation metrics, both goals and actuals for all programs.

3. Promote Engagement in Social, Educational, and Healthy Living Activities

- Hold monthly special activities to promote social engagement.
- Support First Friday monthly social event.
- Promote ongoing senior recreation club activities.
- Promote technology training, educational, personal safety and cyber security, etc. presentations and classes programs (including library programs).
- Promote LGS Rec., JCC exercise and other programs.
- Establish a local events calendar with website and monthly summaries in print.
- Promote and assist with holiday events and their promotion.
- Engage children of older adults and other community members in promoting participation.

THREE YEAR

1. Update Information HUB and Create Mobile App.

- Mobile app. optimized for smart phone information navigation.
- Partner with District 5 county supervisor on HUB to benefit other cities and offset costs.
- Have fully in place a dedicated volunteer team of HUBBIES to maintain accuracy of HUB.
- Incorporate senior community events calendar into HUB.
- Adapt HUB access and design features to changing times and needs (videos, new AI developments, holographic developments, etc.).

2. Expand Breadth and Reach of Engagement in Social, Educational, and Healthy Living Programs

- Develop a community outreach information campaigns
- Initiate a faith-based community outreach initiative.
- Enhance and expand social, educational & healthy living programs.

- Diet, nutrition & healthy eating classes program.
- Training classes to enhance marketable skills.
- Add new programs by enlisting expertise of older adults.
- Enhance participation in Town events.
- Partner with West Valley Community College to deliver senior-oriented courses in Town.

3. Establish Staff Position for Communication, Engagement and Volunteering

- Central point of coordination for senior services including tech support.
- Add a case manager as part of social center and support for older adults with needs.
- Establish a fully staffed independent organization to encompass all senior committee goals.

TEN YEAR

1. Welcoming Community Center Opening

- Move into new community center and publicize new dedicated senior facility space for senior programs.
- Have an information kiosk near the entrance for verbal, posted and printed materials.
- Include volunteer intake and information at the kiosk.

Goal 4. Volunteer Support and Engagement *(be a volunteer/seek a volunteer)*

ONE YEAR

1. Establish an ad hoc Task Force to Identify and Illuminate Volunteer Opportunities

- Establish an ad hoc task force to identify volunteer opportunities.
- Create a listing of organizations needing volunteers.
- Develop methods to promote volunteerism.
- Learn from new resources developed during the pandemic (Mon Ami, etc.)

2. Develop Methods to Recruit and Build a Volunteer Community

- Create on The Hub links to organizations needing volunteers.
- Engage service clubs in recruiting community volunteers.
- Explore new ways to marshal the expertise of older adults in Los Gatos.
- Establish a process to coordinate between organizations needing volunteers.
- Establish methods for volunteers to connect to opportunities via print and web.
- Use community events for volunteer recruitment (e.g., First Fridays, health fairs, etc.).
- Establish a working relationship with service clubs and their high school affiliates for volunteers.
- Support equitable and inclusive processes to engage senior volunteers.

THREE YEAR

1. Volunteer Corps

- Establish a volunteer corps coordinating team.
- Develop a method for volunteer tracking.
- Engage service clubs in planning and implementation.
- Establish periodic volunteer socializing events.
- Support connections between those with needs and service providers, clubs (including high school and middle school) and other groups interested in volunteering.
- Hold a volunteer fair.

2. Establish a Volunteer Coordinator

- Part time staff person to work with volunteers corps and support coordinated intake of volunteers for service providers and for Town.

3. Create a Volunteer Needs and Opportunities Exchange

- Initiate a volunteer opportunity exchange process with the service clubs.
- Develop and coordinate periodic volunteer opportunity exchanges (volunteer tables at Town events, bulletin boards, special events, etc.).
- Issue volunteer opportunity alerts.
- Include volunteer opportunities in an events calendar.

TEN YEAR

1. Establish a Volunteer Station in New Community Center

- Set up a volunteer station as part of the welcome desk in the atrium in the new community center.
- Publicize and solicit volunteers at community center events.
- Provide events for volunteers to socialize and exchange information on opportunities on a regular basis in the new community center.

Goal 5. Enhanced Transportation Options for Older Adults

ONE YEAR

1. Form Senior Transportation Advisory Committee (Ad Hoc) For Tracking and Advocacy

- Obtain community input on needs & concepts.
- Monitor General Plan 2040- Section 5- Mobility- Implementation Programs A-S.
 - Establish a mechanism for continuing assessment of Los Gatos, county, state and federal master plans, laws and grants involving all forms of mobility impacting older adults for possible recommendations.
- Explore wheelchair accessible parking needs. *continuing*
- Collaborate with Complete Streets & Transportation Commission, & Community Health & Senior Service Commission.

2. Information Distribution of Mobility Options

- Enhance community knowledge and use of RYDE, VTA Access, Santa Clara County Mobility Management Program (eligible registered dining participants – bus passes, etc.). *continuing*
- Promote distribution and awareness of the VTA Senior Mobility Guide. *continuing*
https://www.vta.org/sites/default/files/2022-05/Senior_ENG_Final_2022_0.pdf
- Promote use of bicycles through education, training & repair, safety programs and classes, development and awareness of bike and pedestrian pathways, support for more bikeways, valet use for older adult events with secure bike parking facilities. *continuing*
- Create a more walkable Town through signage, increased benches, more comfortable sidewalks, and safer crosswalks. *continuing*

3. Increase Community Use of Existing Bus 27 and Advocate for Expanded Local Transit Services

- Provide information, incentives, and friendly outreach.
- Regularly track VTA bus actions. *continuing*

THREE YEARS

1. Expand Mobility Services

- Promote ride voucher programs with health care providers.
- Study options to extend RYDE or other programs for evening and weekend senior transportation (e.g. “Last Minute Ride Services”- volunteer based, “Essential Deliveries Program”, Cupertino on demand shuttle, Los Altos Lyft partnership, Milpitas shuttle).
- Explore Town shuttle options and focus on the best option (e.g., test shuttle service to special Town events, Fri. evening to Sun. weekend shuttle, cooperative programs with neighboring cities)

(e.g. Cupertino VIA shuttle), cooperative programs with new Town community developments, cooperative programs with local businesses or senior housing entities, explore possible subsidies, etc.).

2. Senior Safety Zone Study

- Enhance signage, pavement markings, evaluate extended traffic signal timing.
- Participate in Vision Zero collaboration.

3. Age-Friendly Accessible Walking Track

- Campbell Community Center track as a possible model.
- Accessible to the public at fixed hours.
- Explore developing walking paths suitable for people with mobility limitations.
- New walking paths in Town parks.

TEN YEARS

1. Age-Friendly Accessible Walking Track (FlexDenmark Model)

2. Modify or expand existing programs to include door to door shuttle service

Goal 6. Senior Housing - Information on Approaches and Options

ONE YEAR

1. Form an Senior Housing (Ad Hoc) Advisory Committee for Inventorying Housing Options and Advocacy

- Identify and produce an inventory of residential options for older adults.
- Support Los Gatos Housing Element as adopted by the Town Council as it relates to older adults.
- Support fair housing policies that include the DEI Policy of Los Gatos and culturally competent services.
- Advocate for legislation that supports quality care & services at local residential care facilities and promotes culturally competent services.

2. Promote Development of Affordable Housing for Older Adults

- Encourage developers to consider the needs of older adults through all stages of aging including smaller units, one story units, housing close to accessible transportation and/or restaurants & stores,(new urbanism), walkable spaces and multi-residency units for caregivers.
- Encourage expansion of housing options for older adults that include services & amenities.
- Advocate for older adults living independently in the community through support for affordable down-sizing or step-down independent living options.
- Hold annual meetings with interested parties including stakeholders, local & state officials & organizations.
- Identify housing options for older adults by participating in local, state and federal housing symposiums.

THREE YEARS

1. Establish Aging in Place Programs

- Establish Los Gatos Villages based on Beacon Hill/Avenidas Model (subscription-based association)
- Support programs that provide help with maintenance, modification and accessibility of homes and develop a home maintenance helper referral service.
- Establish a “Helping Seniors Live Independently Program” through local service organizations.
- Investigate potential government funding for housing income support, housing modifications and repairs.

2. Facilitate Crisis Housing Options and Support for Older Adults

- Support disaster preparedness programs with focus on older adults including online information.

- Promote improving the safety of older adults in residential care facilities during emergencies or disasters.

TEN YEARS

1. Monitor and Evaluate Housing Needs and Stock

- Complete a comprehensive Older Adult Housing Report (for inclusion in the General Plan and Housing Element's 5-year update).

Goal 7. Integrated Governance, Funding, and Accountability for Senior Services

See main text for detail.