



**TOWN OF LOS GATOS
COMMUNITY HEALTH AND SENIOR SERVICES COMMISSION
REGULAR MEETING
JANUARY 24, 2023
TELECONFERENCE
5:00 P.M.**

*Jeffrey P. Blum, Chair
Elanor Yick, Vice Chair
Dick Konrad, Commissioner George
Rossmann, Commissioner Pradeep
Khanal, Commissioner Lydia
Norcia, Commissioner
Maia Bernholz, Youth
Commissioner*

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 in real-time during the meeting:

- **Zoom Webinar.** Join from a PC, Mac, iPad, iPhone or Android device:
Please click this URL to join. <https://losgatosca.gov.zoom.us/j/85816579673?pwd=M3Z5cCtVKy85cVFUblJZamV0Zytzd09>
Passcode: 425423. You can also type in 858 1657 9673 in the "Join a Meeting" page on the Zoom website at <https://zoom.us/join> and use passcode: 425423.
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 11:00 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
COMMUNITY HEALTH AND SENIOR SERVICES COMMISSION
REGULAR MEETING
JANUARY 24, 2023
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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 Commission without first being recognized;
- interrupting speakers, Commission 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 Commission Members are listed to permit them to appear electronically or telephonically at the Community Health and Senior Services Commission meeting: *Commissioner Rossmann, Commissioner Blum, Commissioner Konrad, Commissioner Yick, Commissioner Norcia, and Commissioner Khanal, and Youth Commissioner Bernholz.* 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 Community and Senior Services Commission Minutes of November 22, 2022 (Attachment 1)

VERBAL COMMUNICATIONS *(Members of the public may address the Community Health and Senior Services Commission 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 Community and Senior Services Commission, 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. Receive Information Regarding Commissioner Roles and Responsibilities – Attachment 2

<https://www.losgatosca.gov/843/Commissioners-Handbook>

3. CHSSC Goal/Task/Activities Update
 - a. Discussion and Action on CHSSC 2022 Goals and Accomplishments – Attachment 3 & 4
 - b. Discussion and Action on CHSSC 2023 Goals – Attachment 5
4. Selection of Sourcewise CHSSC Representative – Attachment 6 & 7
5. Discussion and Action on Senior Service Committee Draft Roadmap – 8, 9, 10, 11, & 12
6. Staff Liaison Report
 - a. Updates from CHSSC partners
 - b. Update from staff liaison

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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DRAFT
Minutes of the Community Health and Senior Services Meeting
November 22, 2022

The Community Health and Senior Services Commission 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 Tuesday, November 22, 2022, at 5:06 p.m.

MEETING CALLED TO ORDER 5:06 P.M.

ROLL CALL

Present: Commissioner Blum, Commissioner Khanal, Commissioner Yick (joined 5:16), Chair Konrad (joined 5:11), and Vice Chair Rossmann (left at 6:01)

Absent: Commissioner Bernholz

Also Present: Liaison Andrews

COMMISSIONER REPORTS

- Commissioner Blum reported that he has been attending Senior Service Committee meetings. In addition, he met with Councilmember Hudes. Attended a West Valley Service providers meeting.
- Vice Chair Rossmann commented on the recent addition of the remaining members of the CHSSC to the Senior Service Committee and challenges associated with joining late. The target release of the Roadmap by the end of the year will present challenges for the CHSSC to sufficiently review and comment.
- Chair Konrad has attended many Senior Service Committee Roadmap meetings and attended the 55+ senior Thanksgiving lunch and spoke at the Veterans Day event hosted by 55+.
- Commissioner Khanal met with Tom Picraux to learn more of the Roadmap and expressed an interest in Transportation goals.
- Commissioner Yick has been attending Roadmap information meetings and the volunteer meeting at the Chamber. Had an article published in the November Outlook.

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

1. Approve Community and Senior Services Commission Minutes of October 25, 2022.

SUBJECT: Draft Minutes of the Community Health and Senior Services Commission
Meeting of November 22, 2022

DATE: January 19, 2022

MOTION: Motion by Commissioner Blum to approve consent items 1. Seconded by Commissioner Rossmann.

VOTE: Motion passed unanimously.

VERBAL COMMUNICATIONS

None

OTHER BUSINESS

2. American Rescue Plan Act (ARPA) Grant Recipient Presentations
 - a. Saratoga Area Senior Coordinating Council (SASCC)
 - b. KCAT

Melissa Toren of KCAT provided an overview of the Producers Program which was launched with ARPA funding. Executive Director Toren explained that the Town ARPA grant of \$100k was only half KCATs initial request. Commissioners asked questions and received responses.

MOTION: Motion by Commissioner Rossmann to recognize that the KCAT program has been phenomenally successful beyond expectations and encourage the Town Council to extend its financial support. Seconded by Commissioner Yick.

VOTE: Motion passed 4-0-1 (Commissioner Blum recused)

Tylor Taylor of SASCC provided an overview of the projects they completed with ARPA funding. SASCC was funded to expand Los Gatos content in the Outlook publication, conduct and manage a Community Assessment Survey for Older Adults, host a Los Gatos Health Fair, and conduct a senior resource drive through. For all programming SASCC received \$71,500. Commissioners asked questions and received responses.

3. CHSSC Goal/Task/Activities Update – Attachment 2
 - a. Discuss CHSSC 2022 Goals and Accomplishments – Attachment 3

Chair Konrad introduced the draft accomplishments in Attachment 3. Chair Konrad shared that the goal is for the accomplishments be reviewed by the Commission and presented to Council at a future date. Commissioners asked questions and received responses.

4. Selection of Chair and Vice Chair – Attachment 4

Chair Konrad nominated Commissioner Blum to be Chair. Commissioner Blum elected Chair by unanimous vote.

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SUBJECT: Draft Minutes of the Community Health and Senior Services Commission
Meeting of November 22, 2022

DATE: January 19, 2022

Chair Blum nominated Commissioner Yick as Vice Chair. Commissioner Yick was elected Vice Chair by unanimous vote.

5. Staff Liaison Report

- a. Updates from CHSSC partners – no report
- b. Update from staff liaison – no report

ADJOURNMENT

The meeting adjourned at 6:36 p.m.

This is to certify that the foregoing is a true
and correct copy of the minutes of the
November 22, 2022 meeting as approved by the
Community Health and Senior Services Commission.

Arn Andrews, Assistant Town Manager

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TOWN OF
LOS GATOS
CALIFORNIA

COUNCIL POLICY MANUAL

Small Town Service Community Stewardship Future Focus

TITLE: Commission Appointments, Residency and Attendance Requirements, and Establishing a Quorum

POLICY NUMBER: 2-11

EFFECTIVE DATE: 2/28/1990

PAGES: 7

ENABLING ACTIONS:

REVISED DATES: 6/13/1994; 6/16/2014;
4/7/2015; 10/18/2016; 2/21/2017;
2/6/2018; 3/19/19; 9/3/2019; 6/1/2021;
12/7/21, 3/15/22, 8/2/22; 09/20/22

APPROVED:

PURPOSE

To establish a policy to encourage participation by the Town's residents on Town Boards, Commissions and Committees (hereinafter referred to as "Commissions"). The Town of Los Gatos is committed to inclusivity. We value all our community members, regardless of religion, immigration status, ethnicity, race, disability, gender, sexual orientation, or gender identity. The Town will encourage residents to participate on Commissions by advertising vacancies on Commissions for at least 30 days, preparing easily understood applications, maintaining clear descriptions of the role of each Board, Commission, and Committee and its respective members, providing current meeting schedules, and conducting public interviews of all Commission applicants, except as provided by this Policy.

SCOPE

This Policy applies to all applicants to Town Boards, Commissions and Committees.

POLICY

The Town Council encourages public participation in all decision-making and to be successful residents must be assured both that the participation is meaningful and that their input will be valued. The widest representation from the community can only be achieved if vacancies are well advertised so that anyone interested will have the opportunity to apply. Interviews of the applicants conducted in public by the Town Council demonstrates that it values these appointments and that all have an equal opportunity to be appointed. Applicants may apply to more than one Commission, and shall rank their choices in their preferred order, during each recruitment cycle.

To ensure the greatest possible participation by the public, it is the Town's policy that no person shall be appointed to more than one Commission except in those cases where they are ex-officio members of other Boards, Commissions and Committees. This Policy does not apply to Commission members serving as representatives of their Commission who have been appointed by the Town Council.

RESIDENCY REQUIREMENTS

Residency within the incorporated municipal limits of the Town of Los Gatos, California is required for appointment and continued membership on all Town of Los Gatos Boards, Commissions, and Committees, with the exception of the Youth Commission.

Youth Commission:

The members shall be students who are entering grades 8 through 12 in the fall.

Membership for the students requires either residency in the incorporated limits of the Town of Los Gatos or residency in the unincorporated areas of the County of Santa Clara, which have a Los Gatos mailing address.

ATTENDANCE REQUIREMENTS

1. All members of all appointive Town Advisory Bodies should attend all regular and special meetings of said Advisory Bodies.
2. Any member not in attendance at a regular meeting of said Advisory Body for at least 70% of the meeting shall be considered absent.
3. Any member of an appointive Town Advisory Body who is absent from the number of regular meetings listed below appropriate to his or her Advisory Body shall, as a result, surrender his or her office on the Advisory Body and the office shall be considered vacant.
 - a. For an Advisory Body which holds six (6) or more regular meetings per a consecutive twelve (12) month period: three (3) regular meetings.
 - b. For an Advisory Body which holds five (5) or fewer regular meetings per a consecutive twelve (12) month period: two (2) regular meetings.
 - c. For an Advisory Body which holds sixteen (16) or more regular meetings per a consecutive twelve (12) month period: eight (8) regular meetings.
4. Consistent with the Family Medical Leave Act and the California Family Rights Act, absences of up to 12 weeks due to parental leave constitute excused absences.
5. The vacant position shall be filled by appointment by a majority vote of the Town Council, for a term equal to the unexpired portion of the office vacated. Any member removed from office due to non-attendance may re-apply to serve on a Town Advisory Body but will not be treated as an incumbent in any subsequent application to the same Advisory Body.
6. If a Youth Commissioner liaison misses three meetings of a liaison Commission during a consecutive twelve (12) month period*, the Youth Commission shall appoint a different Youth Commissioner as liaison.

*Consecutive twelve (12) month period is defined as any consecutive twelve-month period beginning with the first absence. A regular meeting shall not be cancelled and replaced with a special meeting in order to alleviate an absence by an advisory body member.

QUORUM REQUIREMENTS

The number of members needed to constitute a quorum on any Town Advisory Body shall be a majority of the total number of filled seats.

PROCEDURES

The following procedures will be followed by the applicant, the Town Clerk, and the Town Council for the appointment of applicants to Town Commissions:

Responsibility and Actions: Town Clerk

A. Annual Recruitments

Adult Commission members' terms begin on January 1st and end December 31st, Youth Commissioners' terms follow the academic year and begin on August 1st and end on June 30th. The Town Clerk shall perform the following duties in conducting an annual recruitment for Commission members:

1. Notify Town Council of vacancies on Commissions by indicating the names of the Commissions, the number of terms expiring or being vacated, names of individual(s) with expiring terms or vacating seats, advertising periods (at least 30 days) and the date of interview.
2. Advertise the vacancies, including the application deadline and the interview date. Interviews and appointments for Adult Commissioners shall occur after annual Mayor and Vice Mayor selection, and in the case of election years, after new Council Members have been seated. Interviews and appointments for Youth Commissioners shall occur by the fourth Wednesday in May, no earlier than 4:00 p.m.
3. Prepare and maintain easily understood applications for appointment to Commissions. Applications shall include the following policy information:
 - a. Prior to initial appointment to any Commission, non-incumbent applicants must be interviewed by the Town Council. The applications of those not appearing will be held for the next recruitment.
 - b. If an incumbent Commissioner is requesting reappointment to the same Commission, the incumbent may submit a request to be interviewed by telephone, with their application, instead of attending the interview or must submit a letter prior to the interviews, describing the reason why the applicant cannot be present telephonically or in person for the interview, and why the applicant should be reappointed to the Commission.

TITLE: Commission Appointments, Residency and Attendance Requirements, and Establishing a Quorum	PAGE: 4 of 7	POLICY NUMBER: 2-11
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c. Submissions deadlines are mandatory; no exceptions are permitted.

4. Applications:

- a. *For adult applicants* — Accept applications, verify eligibility, and distribute copies of the applications of eligible applicants to the Town Council prior to the interviews for appointment.
- b. *For student applicants* — Accept applications, verify eligibility, and distribute copies of the applications of eligible applicants to the Town Council Selection Committee, consisting of the Mayor, Vice Mayor, Police Chief, and Youth Commission Chair (if not reapplying), prior to the interviews for appointment.

5. Notify the applicant by letter or email as to the date and time of the interview and provide the option for an in person or teleconference interview.

6. Facilitate the Council voting process set forth below by informing Council as to how many votes are possible on each Commission, calling out applicants' names, and identifying the applicants receiving sufficient votes for appointment. This process does not apply to student applicants.

7. Applicants:

- a. *For adult applicants* — After the interviews and Council vote are completed, notify all applicants of the Council's action, and explain Town policy of keeping application active for one year with notification of subsequent openings on that Commission to the interested applicants.
- b. *For student applicants* — After the interviews are completed, notify all applicants of the Council Committee's action, and prepare a staff report for the Town Council to ratify the Committee's appointment at the first Town Council meeting in June.

Interview Process

To ensure the interview process is consistent, fair, and equitable, each applicant shall be asked the same standard questions, as provided below. Notwithstanding, no Council Member shall be prevented from asking appropriate questions of applicants.

1. If appointed, what ideas would you like to see the Commission explore?
2. Please expand beyond the written response on your application: your experience, interest, and/or expertise that you feel would be most useful to the Commission.
3. Please elaborate on any written response provided in the application to assist the Council learn more about you.
4. If you did not answer any of the questions on the application, please explain why.

The standard questions are limited in number to allow an applicant sufficient time to respond. While the intent is for each Council Member to be able to ask one question of each applicant, the Council may decide not to ask all of the provided questions, change the order of the questions, or rotate which Council member asks a specific question. Interview questions will be reviewed annually by the Town Council in advance of the interview process for any potential modifications.

TITLE: Commission Appointments, Residency and Attendance Requirements, and Establishing a Quorum	PAGE: 5 of 7	POLICY NUMBER: 2-11
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Balloting Process

Unless determined otherwise, the Council shall conduct a ballot vote for the appointment of individuals to fill the vacancies for each Commission. Such ballot vote may be conducted at either a regular, adjourned, or special meeting of the Town Council. The ballot vote process shall be conducted as follows:

1. The Town Clerk shall provide a ballot to each Town Council member listing the names of all applicants and “None of the above” for each respective Commission. Prior to the vote, the Town Clerk shall publicly announce the position vacancy and all applicant names that are listed on the ballot.
2. Each Council member may vote for the same number of applicants as there are current vacancies on the respective Commission. In no case, can a Council Member cast more votes than there are vacancies; or vote for the same candidate more than once on each ballot (i.e. cumulative voting – e.g. where there are three vacancies, a Council member may not give all three votes to the same candidate). A Council Member is not required to vote for any of the candidates or for the total number of vacancies available.
3. The Town Clerk shall collect all ballots and shall publicly announce the name of each Town Council member and how that Council member cast his or her vote. In the case of a tie vote, the Town Clerk will announce that there is a tie and that a run-off vote shall be conducted but will not announce the names of the applicants in the run-off. Once all voting is concluded and a decision made, the votes will be made public. The run-off ballot will also include a “None of the above” option.
4. Applicants receiving a majority number of votes shall be deemed appointed to the Commission. In the event of a tie, a run-off vote shall be conducted among the applicants receiving the highest number of votes from the previous round. This shall continue until a majority consensus on an applicant(s) is reached for the number of vacancies to be filled. In the event of an unbreakable tie, the Council may determine an alternative method for selecting the appointee(s) or direct the Town Clerk to re-advertise the vacancy.
5. If an applicant(s) is appointed to an Advisory Body which has vacancies for both full and partial, unexpired terms, the length of the appointee’s term will be determined by the Mayor.

B. Mid-Term Recruitments

During the year, Commissions may experience vacancies that drop the number of filled seats to a number of members that is not sufficient to conduct Commission business. The Commission may request the Council to conduct a mid-term recruitment to fill seats. To the extent possible, the Town Clerk will consolidate mid-term recruitments to minimize the number of recruitments occurring throughout the year. In the event of a vacancy on the Planning Commission, the Town will automatically conduct a mid-term recruitment. Mid-term recruitments will not be conducted for Youth Commissioners. The Town Clerk shall advertise mid-term vacancies on Commissions for at least 15 days.

Responsibility and Action: Applicant

1. Read the Commission Appointments, Residency and Attendance Requirements, and Establishing a Quorum Policy, complete and submit to the Town Clerk the application for appointment to a Town Commission by the advertised deadline date and time.
2. *For adult applicants:* Attend the Council meeting to be interviewed for Commission appointment. The applicant is required to notify the Town Clerk no later than 4:00 p.m. the Friday before the scheduled interview date whether they will attend in person or via teleconference.
3. *For student applicants:* Attend the Council Selection Committee interview session. The applicant is required to notify the Town Clerk no later than 4:00 p.m. the Friday before the scheduled interview date whether they will attend in person or via teleconference.
4. If an incumbent Commission member is requesting reappointment to the same Commission and is not available on the date of the interview, the incumbent must submit a letter by 4:00 p.m. the Friday prior to the interviews, describing the reason why the applicant cannot be present telephonically or in person for the interview, and why the applicant should be reappointed to the Commission.
5. If appointed, prior to starting the Commission term, appointees are required to attend a Commissioner Orientation and take the "Oath of Office."
6. Attend Advisory Body meetings once term begins.
7. Read the Commissioners' Handbook. Hard copies of the Handbook are to be returned to the Town Clerk when the term is complete.

Responsibility and Action: Town Council

1. Review applications.
2. *For adult applicants* – Interview applicants individually by Commission at a public meeting with all applicants present.
For student applicants – Town Council Selection Committee interviews applicants.
3. Determine if the incumbents not in attendance and having submitted a letter pursuant to this Policy should be considered for reappointment.
4. If there are limited applications for any vacancy to a Commission, the Mayor, on behalf of the Council, may request that the Town Clerk re-advertise the vacancy, reschedule the interviews, and notify all applicants of the new interview date.

COMPLIANCE - GROUNDS FOR DISMISSAL

A member may be removed from the Advisory Body prior to the end of his or her term by a three-fifths (3/5) vote of the Town Council and may not be reappointed for the following reasons:


1. Failure to attend Advisory Body meetings.
2. Failure to file the following documents required by the Fair Political Practices Commission (Adult Commissioners):
 - a. Form 700 – Assuming Office, Annual, and Leaving Office when term is complete.
 - b. Planning Commissioners are also required to complete AB 1234 Ethics Training and file the original certificate with the Town Clerk every two years.
3. Failure to comply with all Town Policies, Guidelines, and Handbooks.

CONFLICT OF INTEREST

Under the Fair Political Practice Act, an advisory board member has a disqualifying conflict of interest in a governmental decision if it is foreseeable that the decision will have a financial impact on his or her personal finances or other financial interests. In such cases, there is a risk of biased decision-making that could sacrifice the public's interest in favor of the official's private financial interests. To avoid actual bias or the appearance of possible improprieties, the public official is prohibited from participating in the decision.

The Fair Political Practice Act does not prohibit an advisory board member from participating in a decision simply by virtue of holding a position as a board member, director, officer, or employment with a nonprofit corporation. However, the Town strongly encourages that in the event that a decision concerns a nonprofit corporation for which an advisory board member is a board member, director, officer, or employed with that nonprofit corporation, the person should recuse him or herself and at a minimum shall disclose the potential conflict of interest before any discussion and decision.

APPROVED AS TO FORM:


Gabrielle Whelan, Town Attorney

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ADOPTED CHSSC 2022 GOALS & TASKS

GOAL	TASK/ACTIVITIES	TIMELINE	INTEREST/NOTES
1. INFORM, EDUCATE, AND EMPOWER LOS GATOS ABOUT PUBLIC HEALTH ISSUES, PARTICULARLY BEHAVIORAL AND MENTAL HEALTH, SUBSTANCE AND DOMESTIC ABUSE, AND SUICIDE PREVENTION	<p>A. Prepare a report to the town council which identifies strategies to improve behavioral and mental health in los Gatos.</p> <ul style="list-style-type: none"> engage El Camino Health, CASSY, local therapists, Next Door Solutions, and the Police Department in defining a more effective mental health response program for Los Gatos. <p>B. Actively participate in the development and execution of the health fair to be held in september. work with sascc, chamber of commerce, youth commission, and 55 plus to accomplish this goal.</p> <p>C. Work with lgs rec and 55 plus to help disseminate public health information.</p> <p>D. Write articles on community health and senior services in local publications.</p>		<p>Rossmann/Blum</p> <p>Konrad/Blum</p> <p>Yick</p> <p>Blum</p>

ADOPTED CHSSC 2022 GOALS & TASKS

<p>2. CONTINUE ADVANCING THE GOALS OF THE LOS GATOS AGE FRIENDLY INITIATIVE</p> <ul style="list-style-type: none"> • Social events • Emergency preparedness training • Infographic for senior services • Additional senior transportation 	<p>A. Provide inputs to the senior committee on ongoing activities and ideas to enhance their goals.</p> <p>B. Foster the development of a central hub of information for seniors on public health issues, services, programs, and social activities .</p>		<p>Konrad/Mathur</p> <p>Yick/Konrad</p>
<p>3. CONTINUE TO FORM MUTUALLY BENEFICIAL COALITIONS WITH OTHER SERVICE PROVIDERS/ORGANIZATIONS</p>	<p>A. Continue to participate in state and county activities and capitalize on any initiative related to our goals.</p> <p>B. Promote and support the development of senior housing.</p> <p>C. Continue to work with service clubs to recruit volunteers for service providers.</p> <p>D. encourage new activities for seniors through 55 plus.</p> <p>E. Participate in senior drive throughs.</p>		<p>Rossmann</p> <p>Konrad</p> <p>Konrad/Blum</p> <p>Yick</p> <p>Konrad/Rossmann</p>

ADOPTED CHSSC 2022 GOALS & TASKS

	F. Maintain a position on sourcewise for the town and solicit local residents to apply for the open county district 1 position.		Rossmann
4. IMPROVE AWARENESS OF CHSSC GOALS AND ACTIVITIES VIA INCREASED PUBLIC OUTREACH	<p>A. Annually report our activities and findings to the town council.</p> <p>B. Participate in local fairs and events.</p> <p>C. Use KCAT to promote the goals of the commission and support senior access and involvement.</p> <p>D. Solicit new members to fill the commission roster.</p> <p>E. Publicize the commission in the Outlook (meetings, goals, need for members), other local papers, and social media sites</p> <p>F. Write articles on community health and senior services in local publications.</p>		<p>Commission/Chair</p> <p>Commission</p> <p>Yick/Blum</p> <p>Commission</p> <p>Yick/Blum</p>
5. PARTICIPATE IN ANNUAL COMMUNITY GRANT PROCESS	<p>A. Review applications for one time grants, innovation grants, and sustaining grants.</p> <p>B. Perform an assessment of the sustaining grant applications.</p>		<p>Yick/Konrad</p> <p>Rossmann/Mathur</p>

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Draft Report From Chair Konrad
Calendar Year 2022 Accomplishments

In addition to the goals and tasks set at the beginning of the calendar year the Commission was asked to monitor the use of ARPA funding and report on the use of funds and the results achieved. All recipients reported in detail in second quarter meetings of the Commission. At our October meeting LGS Recreation (55 plus) presented their anticipated use of all funds granted. All funds were expected to be used in 2022. Their results and achievements far exceeded pre-Covid actual results. The full report is available in the Agenda for the October Commission meeting. At our November Commission meeting SASCC and KCAT presented their use of ARPA funds and achievements for use of all funds in 2022. Both had good results. The full reports are available in the Agenda for the November Commission meeting. Overall the use of funds has generated a high level of enthusiasm on the community for Senior Services.

The lack of additional funding as ARPA funds are fully deployed in 2022 could cause 55 plus to return service to prior contracted levels with the Town. HUB maintenance and further development could be impaired. The lack of further funding for KCAT could cause them to reduce the scope of their Senior Programs. SASCC has agreed to continue their cooperation on the Outlook. There are no funds for Health Fair or Drive throughs in 2023. We need all ARPA recipients to define the actual consequences going into 2023.

The Commission will address the tasks that were detailed in our 2022 plan

- A separate complete report on mental health has been prepared to submit to the Council. A presentation was made at the Service Providers meeting on mental health. It was well-received and as a result Marico Sayoc has agreed to champion a project to coordinate and improve mental health service in the local community. Commissioners met with our County Commission to seek help for improving mental health services.
- We participated in the planning of the Community Health Fair emphasizing mental health with SASCC and encouraged the Chamber of Commerce, the Youth Commission and 55 plus to participate. We staffed a Booth at the Fair and spoke at the ceremonies.
- Public health information is now widely available through 55 plus and the Town website on the HUB.
- Many articles have been written by Commissioners in the Outlook and the Los Gatos. The articles publicized the Commission.
- Commissioners attended Senior Committee meetings and provided ideas to enhance their goals. A commissioner was a member of the Road map planning of the Senior Committee. Now as originally advocated all Commission members will be on the Senior Committee.
- A major project for the Commission was the HUB where all relevant information for Seniors would be easily available on a website. Led by commissioners and staffed by 55 plus it has been completed. We encourage everyone to visit the HUB which is available through 55 plus or the Town website.
- Commissioners participated in government activities to further our goals. Commissioner Rossman is a member of Sourcewise and Commissioner Konrad has applied for membership. Commissioners have met with our County Commissioner.

- Commissioners have monitored the Planning Commission and the Housing Authority Meetings to promote Senior Housing opportunities.
- Commissioners have worked with Service Clubs to provide volunteers for Drive through events. Service Clubs are now attempting to coordinate efforts to provide volunteers.
- Commissioners have lead efforts to develop the HUB and have suggested the development of a 55 plus volunteer effort and activities like Bocce Ball.
- Commissioners were volunteers for Senior Drive throughs and staffed Booths at Spring into Green and the Community Health Fair.
- There has been active involvement by Seniors in KCAT. We are just beginning to use KCAT to promote Senior Goals.
- The Commission is short one member and there is at least one person who has applied to fill the open slot.
- Commissioners have reviewed applications for one-time grants, innovations grants and sustaining grants. See attached summary of grants.
- Commissioners have accessed sustaining grant applications. See attached.
- Although not in our goals a commissioner met with Adult Dave Care officials to encourage resumption of services.

Community Grant Program Summary

23 applications for One-time Community Grants for Non-profits for a new program for initiative. This year, some of the top-ranking proposals had smaller budgetary asks which allowed the Town to fund eleven proposals instead of ten. The proposals that will receive funding are:

- Los Gatos Music and Arts for the program "Jazz Masterclass or Youth with Chris Brubeck"
- Friends of the Los Gatos Library for the program "Weekend Readers' Theatre for High School Students"
- Los Gatos Public Media for the program "KCAT Youth and Teen Scholarship Program"
- Bay Area Housing for the program "Making Homes Work/Una Casa Mas in Los Gatos"
- Youth Theater Alliance for the program "Stars Off Stage"
- Los Gatos Museum Association for the program "NUMU Teen Council Internship Program"
- AWO for the program "Stories in Schools for Los Gatos"
- Jewish Silicon Valley for the program "Film Screening of Where is Anne Frank and discussion with film's director"
- Los Gatos United Methodist Church for the program "Essential Showers for the Unhoused in Los Gatos"

- Lousie Van Meter Project Cornerstone for the program "Classroom and Volunteer Support"
- NAMI Santa Clara County for the program "Ending the Silence"

Four organizations eligible for Two-year Sustaining Grants all submitted applications and will be awarded funding:

- Live Oak Senior Nutrition & Service Center for the program "Senior Lunch Program"
- Counseling and Support Services to Youth for the program "Mental Health Counseling for Los Gatos Students"
- West Valley Community Services for the program "Community Access to Education and Resources (CARE)"
- Next Door Solutions to Domestic Violence for the program "Support Services for Survivors of Domestic Violence"

Assessments of Two-Year Sustaining Grants - Year #1, FY 2022 Author - George Rossmann

October 14, 2022

#1- Next Door Solutions to Domestic Violence: \$10,000 over two years

In its original and current applications, Next Door proposed to serve 20 Los Gatos residents out of a program projected to serve 1,809 adults. In FY 2020 it served 51 residents and continues to expand its services. It received additional funding in the amount of \$35,000 from COVID relief funds during FY 2021.

#2 - West Valley Community Services: \$40,000 over two years

In its original application, WVCS through its CARE program had a target of 166 new individuals served from Los Gatos. It met or exceeded its program goals. Its follow-on application has a target of 150. The total CARE budget is \$320,000, with support from El Camino Hospital and Santa Clara County.

#3 - Counseling and Support Services for Youth: \$20,000 over two years

Its original application projected that it would serve over 20% of the students in Los Gatos. It held 2744 individual and group therapy sessions in the LGS Union HS District and 259 students were directly impacted. It has made a major expansion in the Ravenswood District and its program budget in Los Gatos has grown from \$330,000 to \$693,000. It is supported by the Lions, the Rotary, and El Camino Hospital.

#4 - Live Oak Nutrition Center - \$44,000 over two years

In its original application, 100% of the grant was for luncheon meals for seniors and approximately 90 would be served per day. Attendance has doubled over the last two years indicating that this goal has been significantly exceeded. The Center will be receiving an additional \$25,000 in ARPA funding.

CHSSC POSSIBLE GOALS 2023

1. Implement goals for CHSSC set forth in Senior Service Committee road map
2. Review and approve mental health/substance abuse report recommendations
3. Elder Abuse/Financial fraud against elders.
4. Collaborations between CHSSC and others:

AARP? Promote volunteerism, sustain healthy communities

Amazon? Tech for seniors: VP of special projects

The Villages?

Chamber of Commerce and Merchants: senior discount day

5. Commissioners keep track each month of their work and provide it to chair at each meeting.
6. Select a town volunteer of the year and provide an award
7. Homelessness
8. Utility support
9. Weatherization
10. Financial literacy
11. Community engagement
12. Council Liaison
13. CHSSC Social
14. Isolation: seniors: phone buddy system
15. Transportation
16. Help seniors with home projects

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Sourcewise Overview

The Sourcewise is a non-profit organization designated by the State of California as the Area Agency on Aging in Santa Clara County.

Area Agencies on Aging are the result of the 1973 Amendments to the 1965 Older Americans Act. The role of the Area Agency is to develop and provide programs and coordinate and advocate for service systems designed to meet the needs of older persons in a specific geographic area. The Sourcewise is one of 33 Area Agencies in California administering programs under the Title III of the Older Americans Act. The geographic area served by the Sourcewise is Santa Clara County with a population of approximately 252,000 older persons, age 60 or over (2006 Census estimate). The Sourcewise receives Older American Act Title III funds which provide for grants to provide services to the older population in Santa Clara County. These services are provided through contract with local agencies.

Structure

The Sourcewise is governed by a nine member voluntary, elected Board of Directors which meets monthly and sets overall agency priorities, goals and objectives for developing and improving services to older county residents.

In addition, Sourcewise has a forty-one member Advisory Council representing cities, county, and various senior organizations and interest groups. The Advisory Council to the Sourcewise meets ten times per year, is responsible for conducting the annual planning process, and deals with a number of broad-based advocacy issues of concern to senior citizens.

Both the Sourcewise and Advisory Council meetings are open to the general public and interested and concerned individuals are encouraged to attend.

The Advisory Council

Members of the Advisory Council participate in the development, implementation, and monitoring of the Area Plan and Contract Services. They advocate at all levels of government on programs, procedures, and legislation effecting older persons. They are a source of information to senior organization and the public on issues of concerns to older persons, develop legislative platforms with other State advocacy organizations, and sponsor public hearings. They bring the concern of the group or area they represent to the Advisory Council and take information regarding Sourcewise programs and activities back to their appointing body.



Targeting

In its planning, the Sourcewise must give priority to those in most social and economic need. Social need is defined as a person having two or more of the following characteristics; living alone, age 75 or over, disabled or having language barrier. Economic need is defined as living at the SSI level or below.

Overview of Services Provided

The Sourcewise receives Older Americans Act funds to plan, coordinate, and advocate for the development of a comprehensive service delivery system to meet the needs of older persons. Sourcewise either provides these services directly or contracts with local agencies to provide services when appropriate. Below is an overview of the some of the services funded by Sourcewise. Specific providers of service can be found in the Sourcewise Senior Service Directory, on Sourcewise website (www.mysourcewise.com), or by calling Sourcewise Information and Awareness line (1-800-510-2020).

Direct Services

Sourcewise provides many services directly to local seniors.

Information and Awareness

Frequently persons need services but do not know where to turn to receive them. Information and Awareness is provided by Sourcewise and offers a needs assessment and information on available services. Appointments are made for services when necessary and clients are monitored to insure that services are received. Training is also available on county-wide resources. Information presentations are made to interested groups.

Case Management – Multipurpose Senior Services Program (MSSP)

The Sourcewise MSSP program, funded primarily through the state's Medi-Cal program, provides for comprehensive care management and a range of health and supportive services for frail, functionally impaired older persons at risk of institutionalization.

Under this program, eligible seniors receive both a health and psychosocial assessment from the Sourcewise nursing and social work staff. A care plan is developed and a wide range of services brought into the home in order to allow the individual to safely remain in his/her own community.

Meals on Wheels

The Sourcewise provides home delivered meals in collaboration with the County of Santa Clara Social Services Agency. Meals can be arranged by calling Sourcewise at 1-800-510-2020. Clients are eligible who are 60 or over and homebound due to illness or disability and unable to shop or prepare a meal. Frozen meals are delivered weekly and include seven breakfasts and seven main meals, plus milk, bread, fruit, and juices.

Health Insurance Counseling and Advocacy Program (HICAP)

HICAP provides assistance to older persons confronted by the medical maze of bills, policies, paperwork, and the confusing array of supplemental health insurance plans commonly referred to as Medi-gap. This service is provided through a network of professionally trained volunteers who are located throughout the County. HICAP publishes an analysis of policies and provides community education to senior groups.

Senior Employment

The Senior Community Services Employment Program (SCSEP) is a program that serves low-income persons who are 55 years of age and older and have poor employment prospects, with emphasis on those individuals who are in greatest social and economic need. Sourcewise assists them to transition to unsubsidized employment opportunities by assigning them in a temporary part-time community service position to receive on-the-job training, classroom training, and/or on-the job-experience training. The program fosters individual economic self-sufficiency and increases the number of older persons who may enjoy the benefits of unsubsidized employment in both the public and private sectors.

IHSS Public Authority

The IHSS Public Authority is a program established in Santa Clara County through county ordinance in 1996 to be the employer of record for IHSS Independent Providers (IPs) for the purpose of negotiating wages, benefits, and terms and conditions of employment. The Public Authority began operations in spring of 1999 as a program of Sourcewise through a management services agreement with the county.

The State Legislatures passed AB 1682 in 1999 requiring all counties to act as, or establish an employer of record through a public authority or nonprofit consortium by 2003. The legislation set forth four mandates for public authorities. The public authority must have an 11 member advisory committee, be the employer of record for the purpose of collective bargaining, establish a registry to assist IHSS consumers in finding workers, recruit and screen potential IPs, provides access to training for IHSS consumers and IPs and perform any other functions related to the delivery of IHSS.

The County Board of Supervisors is the Governing Body of the Public Authority. The Governing Body appoints an 11 member Advisory Board, of whom at least 50% must be current or past users of personal assistance services. The Advisory Board meets monthly and is mandated to make recommendations to the Governing Body, IHSS staff and public authority staff regarding IHSS.

The Public Authority is responsible for administration of health, dental and vision benefits and VTA Eco Pass issuance for IPs. The County remains the party responsible for determining IHSS eligibility and recertification, hours determination, etc. The IHSS consumer remains the employer with respect to hiring, firing and supervising their independent provider.

Public Authority Registry

The IHSS Public Authority Registry is a countywide service that assists low-income elderly and disabled persons who need household and/or personal assistance to find home care providers. The IHSS Registry is a referral service only; it is not an employer. The IHSS Registry attempts to match consumer needs and preferences to the home care providers, as much as possible, and refers available home care providers to eligible IHSS consumers. Requests for service may originate from recipients, providers, the recipient's social workers, or other concerned for the well-being of the recipients.

The Public Authority established a hard to serve (HTS) component of the Registry. This provides concentrated assistance for IHSS consumers who are unable to perform functions of an employer without assistance. The HTS component of the Registry provides assistance with scheduling and conducting interviews, establishing expectations agreements, completing enrollment forms and problem resolution between consumers and providers.

The Public Authority also established an Urgent Care Registry (UCR) as a safety net for IHSS consumers whose provider is unable to work due to illness or family emergency, etc. IHSS consumers who are authorized 50 hours or more per month are eligible to request UCR services. Registry staff rotates responsibility for taking calls on the dedicated phone 365 days/year between the hours of 6:00 a.m. and 10:00 p.m. When services are needed staff contact a home health care agency to order service for the IHSS consumer to their needs are met to remain safe and healthy.

Contracted Services

Sourcewise contracts with cities, the County of Santa Clara, and local non-profit organizations to ensure comprehensive services are available for seniors.

Care Management

Care Management assists older persons with multiple needs to obtain services that will enable them to remain independent and living in their own homes. It consists of the following services:

1. Comprehensive assessments of a person's psychosocial, economic, and health status;
2. Individualized care plan;
3. Service arrangement and referral to appropriate services;
4. Periodic monitoring of each client's care plan.

The Sourcewise contracts with cities and private non-profit agencies to provide care management throughout the county for homebound and isolated seniors. In addition, the Sourcewise provides care management services directly.

Long Term Care Ombudsman

The Long Term Care Ombudsman program provides residents of nursing and residential care homes with an independent source of help in resolving problems within the facilities. If a resolution cannot be affected, a referral is made to a legal supporting agency. Family members,

friends, and persons representing community organizations may also request assistance from the Ombudsman services for problems affecting a resident.

Legal Services

The Sourcewise contracts with Senior Adults Legal Assistance (SALA) to provide advocacy and legal services for seniors in Santa Clara County. Service priorities include: public benefits (Social Security, SSI, Medi-Cal), housing problems, long-term care issues, consumer protection, and elder abuse. Services are provided at designated community and senior centers throughout the County and appointments can be made at those locations.

Adult Day Care/Adult Day Health Services

Adult Day Care provides rehabilitative services, nutrition, and care for persons with physical, mental, or social impairments and assists them to maintain their maximum level of self-competence and independence. In addition this service gives respite and counseling to the families and caregivers of impaired adults. Some programs are licensed to include an array of health services, including nursing care, specialized therapy, counseling, and consultation with a medical doctor.

Nutrition

The Sourcewise contracts with the County of Santa Clara Services Agency to furnish hot, nutritious meals at sites on the included list. Meals are served in a congregate setting where participants may also become involved in social activities and receive supportive services. Transportation to and from sites can often be scheduled through the Nutrition Site Manager. Under the same contract, home delivered meals are provided to homebound seniors.

Family Caregiver Support

Sourcewise recognizes that ensuring the livelihood of older adults in our community also involves supporting elders' loved ones. In that spirit, Sourcewise both directly provides and contracts for services to support the family members of older adults. Caregiver support groups, care management, respite services, and more are available to family members caring for a loved one. Services are also available for grandparents age 55 or older caring for a child.

For additional information visit us at www.mysourcewise.com

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ADVISORY COUNCIL MEMBER JOB DESCRIPTION

Duties and Responsibilities

A member of the Advisory Council has the following duties:

- Serve as an advisor to Sourcewise, the State designated Area Agency on Aging for Santa Clara County;
- Act as an independent advocate for older persons, taking positions on federal, state, and local programs and legislation affecting older persons;
- Actively seek advice from senior coordinating councils, senior advocacy organizations, elected officials, and the general public for the purpose of advocating issues of concern to older persons;
- Inform local senior advocates and organizations of legislation pending before local, state, and federal governments;
- Disseminate information of interest and concern to older persons;
- Be actively involved in the development, implementation, and monitoring of the Area Plan and contract services;
- Develop legislative platforms with representatives from the California Senior Legislature and other state advocacy organizations;
- Sponsor public hearings on the annual Area Plan objectives.

Qualifications:

- Appointments – Advisory Council members are appointed by designated bodies such as the County Supervisors, City Councils and Senior Organizations or are elected by the Advisory Council.
- Age – Appointments by County Supervisors and City Councils must be 60 years of age or older.
- Geographical Area – Appointees must live within the city limits of the appointing city or within the Supervisorial District.
- Interest – Appointees should have an interest in aging issues and willingness to work to find solutions to alleviate the problems of Older Americans.

ADVISORY COUNCIL MEMBER JOB DESCRIPTION - CONTINUED

Meetings and Time Commitment:

- The Advisory Council generally meets the first Monday of each month at 12:00 PM. Members spend time each month preparing for and attending the regular meetings, in contact with seniors and local officials, and in attendance at appropriate community meetings. Members are expected to work on at least one committee which will meet monthly. From time to time, there are training sessions and other special meetings in which members participate. It is expected that the members will represent the interests of the older population in their district and keep their special groups informed regarding the programs and activities of the Advisory Council and Sourcewise.
- A term is for 3 years, with a single 3-year renewal available. A person can be appointed by a different agency at the end of their term.

Attendance

- Advisory Council Members are expected to attend all Advisory Council meetings. Advisory Council By-Laws require that a member with unexcused absences from any three consecutive meetings, or seven during a year, is deemed to have resigned from the Council.

Benefits

- Members may be reimbursed for some expenses incurred on Advisory Council business, such as mileage and pre-approved trainings and conferences.

For more information, please contact:

Tom Picraux, Chair - Membership
Sourcewise Advisory Council
(408) 356-8129



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.

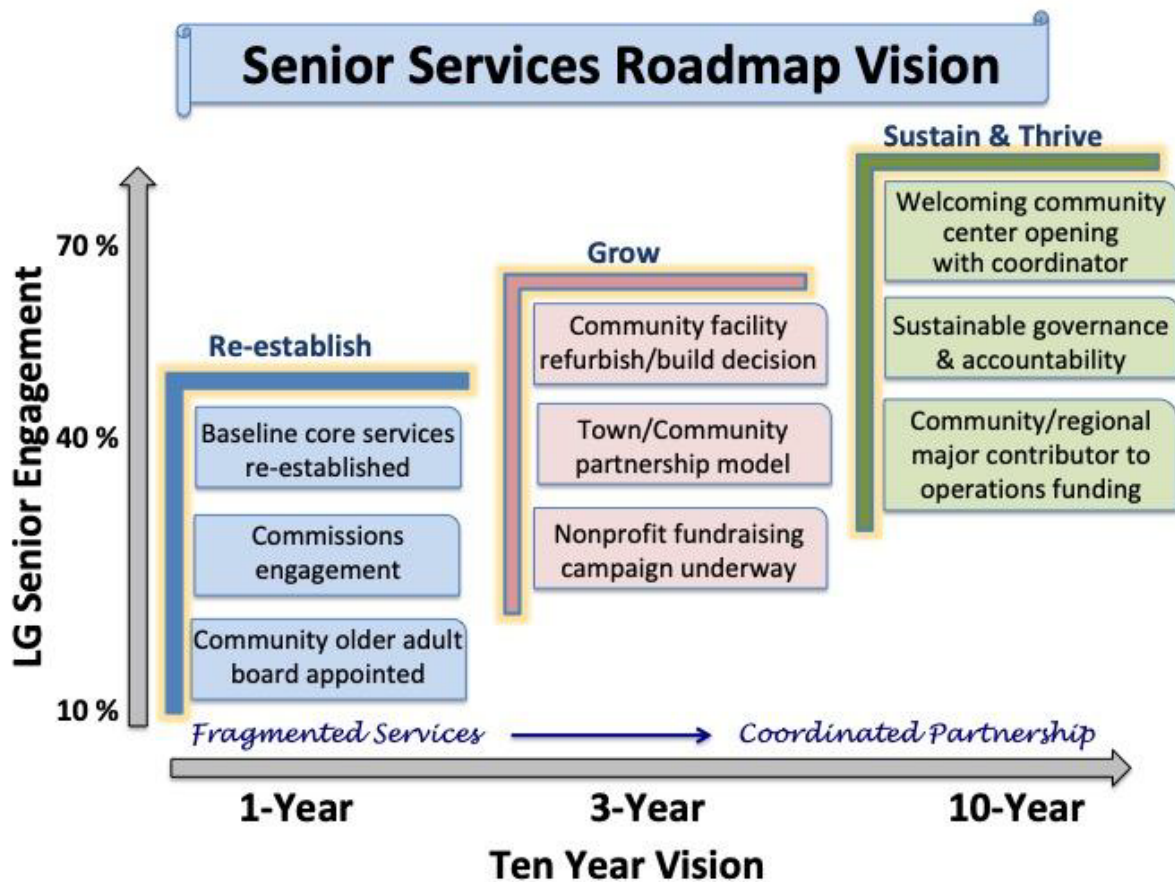
Roadmap 1-3-10 Year Vision

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

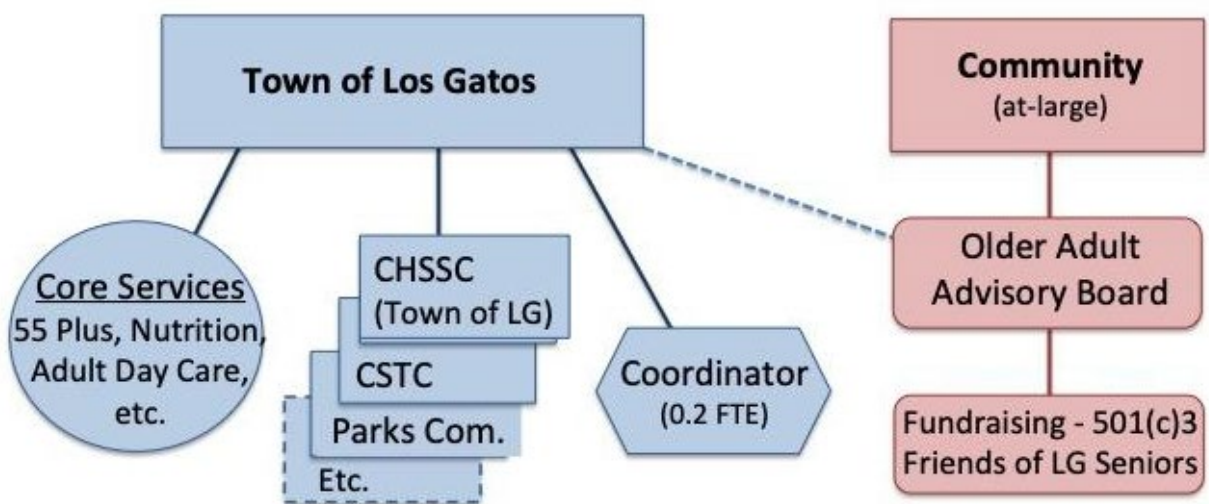
Much progress has been made over the last 15 months in planning, engaging the older adult population, and in gaining the enthusiastic support of community leaders. For this progress to not be lost there are several steps that the Town Council should take. Consistent with the Town's current financial 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
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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:

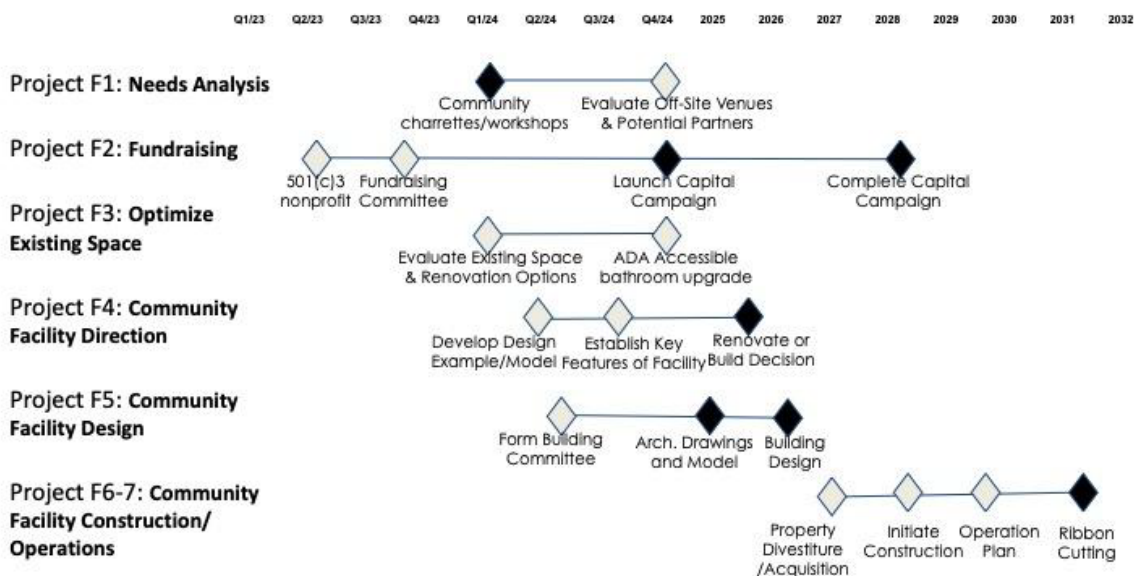
One Year - Form facilities advisory committee, explore fundraising options, establish a 501(c)3 non-profit for facilities and services, and optimize interim repairs to existing facility

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

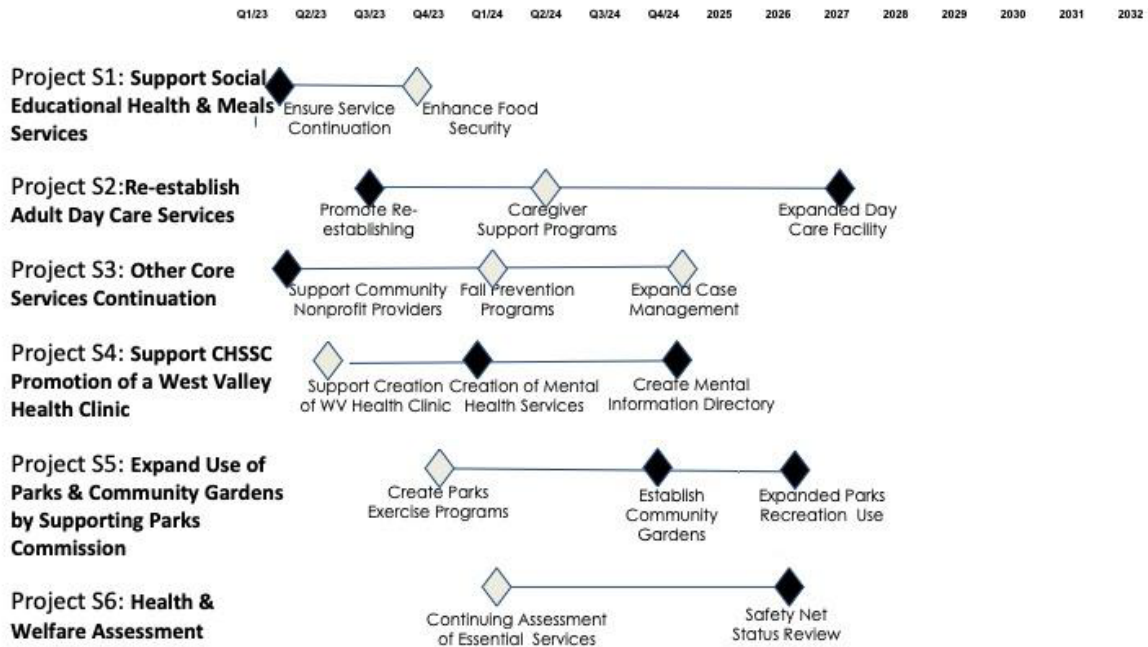
Re-establish adult day care services.

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

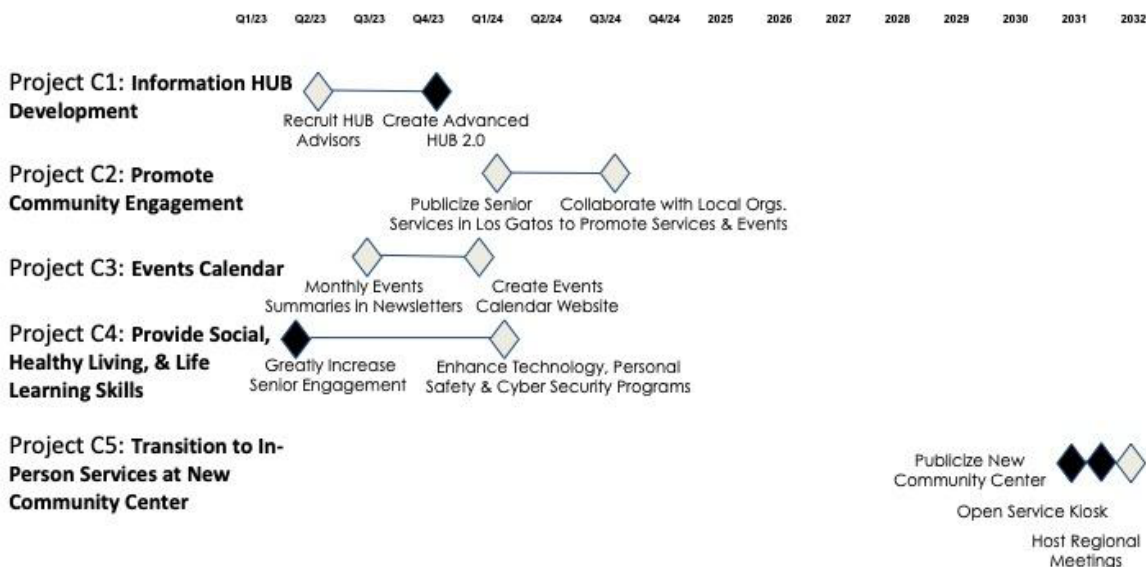
Partner with service providers to expand participation in events promoting social, educational and healthy lifestyle programs.

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

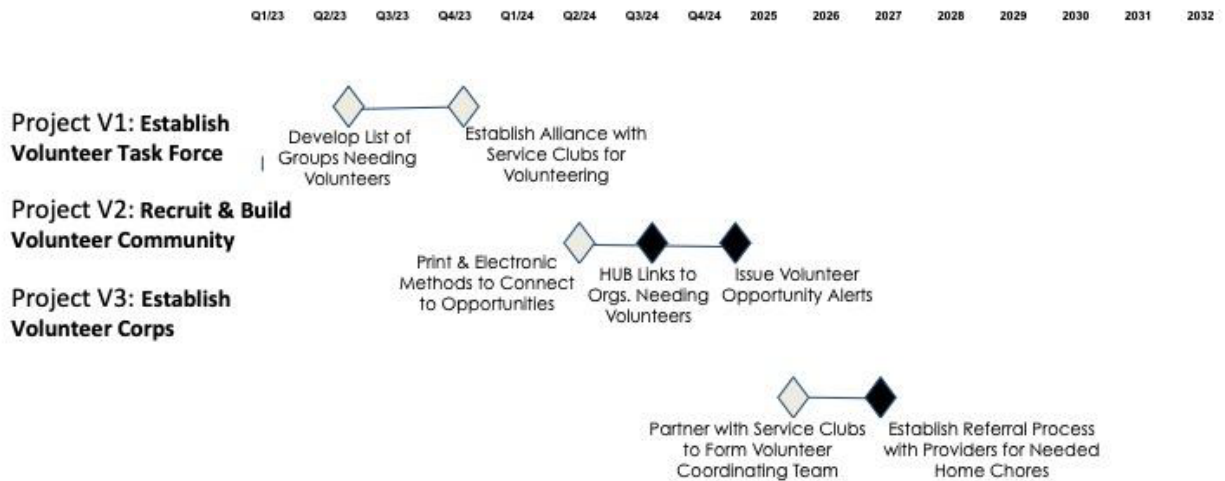
Establish a volunteer corps with a coordinating team, tracking, a coordinator, and create an opportunity exchange.

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.

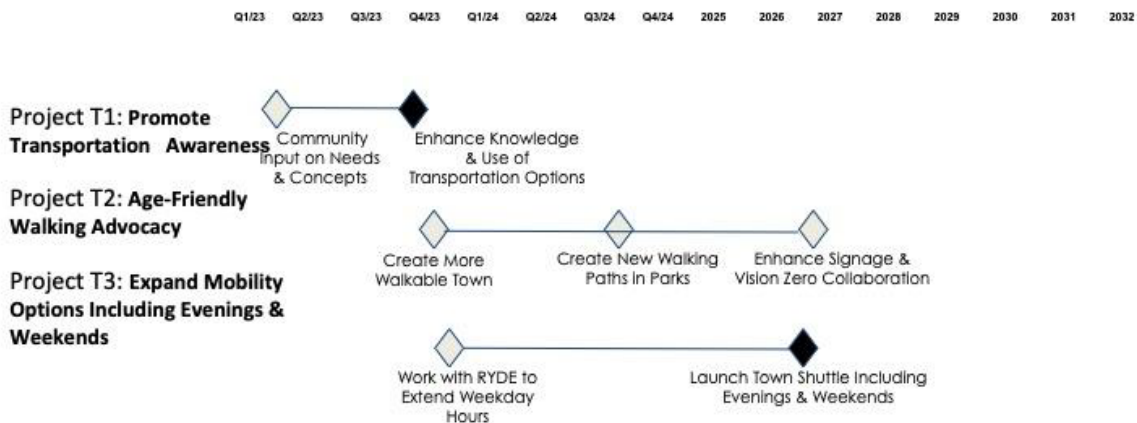
Ten Year Goal

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.

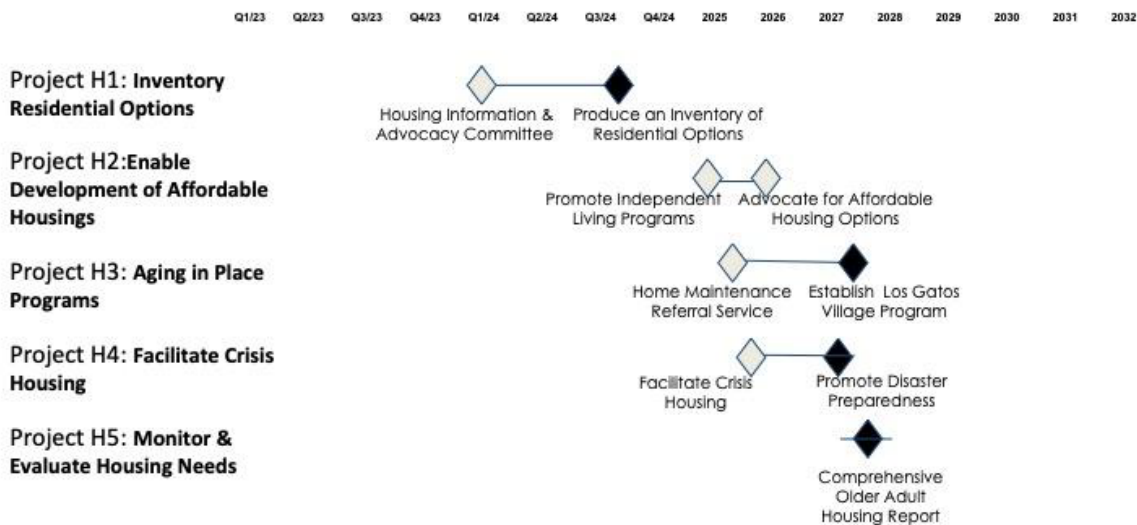
Support programs that help with home upkeep and accessibility.

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: Los Gatos, CA Prepared by: Tom Picaux Date: 3/21/22 Population: 33,529 65+ Population %: 21% Demographics: Median Income: \$ 155,863								
		Calculated 65+ Population						
		4,974						

Campbell

Municipality:	Campbell, CA								
Prepared by:	Dick Konrad								
Date:	3/9/2022								
Population:	42221	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, Ansley House, Book Club, Community Garden, Winchester Mystery House	Local Municipal Gov't	Med					
Participation in Current Affairs, Politics, and Civic Groups, History club, etc		Historic Preservation Group, Book Club, County Women's Club, Buy Handy/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	Goals are set, measurements tracked on city website	Local Municipal Gov't	Hi				
		Program Governance							
		Professional, legal, estate, insurance, investment, etc.			Low				
		Participation in Publicly Available Senior Programs outside the city							
Volunteer coordinator		Senior Services Supervisor		Med					
Affordable membership cost				Med	\$ 25.00	Annual fee \$			
	Community Budget for Senior Services (total)	\$283,000 Expense - \$180,000 Revenue			\$ 498,000	Annual Budget \$	\$ 90.73		
	Municipal Budget for Senior Services				\$ 283,000	Annual Budget \$	\$ 51.56		
Observations	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 or 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: 60,381	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			
	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			
Purpose, Connection, and Belonging	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			
	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%
Coordinated Network of providers	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 3118houses.com		Med	2	Housing Units	0.02%
	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					
	20%	6,101					
	72% White, 31% Asian, .5% Black, 6.5% Other						
	\$ 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						

Municipality: Prepared by: Date: Populations 65+ population: Demographics: Median Income:	Morgan Hill, CA Tom Piccus 3/15/2022 41,483 14% white 73%, hispanic 31%, asian 14%, black 2%, foreign born 18%, bachelor+ degrees 44%, pov at y 4% (55% HI RE), broadband 92% \$ 124,000	Collocated at 65+ Population 6,368						
Category	Service	Notes	Fin ally Provided by (select)	Qualitative Assessment	Quantitative Value	Units	Per 65+ Population	
Environment	Safe, accessible and walkable space	Streets only in downtown area		Med				
	Affordable Transportation	Senior center to drive home, car medical, groceries by Senior center; senior cuts to curb RIDE program managed by Morgan Hill volunteer drivers, VTA Access senior pass program, reward VTA bus service	Adjacent or Regional Gov	Med				
	Senior Services Facility	Senior Center in Community Center or complex, out of downtown, community aquatic and senior center built 2001 ok w/ city funds Regional Development Agency (RDA) support on-site care support, endorsement from friends of senior center	Local Municipal Gov't	Med	4839	sq. ft.		
	Senior Services Staffing	Senior recreation supervisor and some staff help	Local Municipal Gov't	Med	1,75	Staff Full Time Equiv (FTE)		
	Available Parks, Open Space, and Public/Total Spaces, open to all	15 parks of various size, Active and Total Parks to drive grant (CDC) to revitalize and increase use of Colton Park.	Local Municipal Gov't	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 Road, disaster supplies & planning information, emergency call center, lot of volunteer support	Local Municipal Gov't	Med				
Purpose, Connection, and Belonging	Participation and a Communication with Over-Adult Community	1900 memorandum 35+ (pre-COVID) and center lot of communication members ~13000 (pre-COVID) now ~9000 with ~1400 35+ Communication by paper to older senior placed in lunch bags, handed out by volunteers in senior center, by email to ~2000, by website each month, by social media, by posting, and by marketing senior services in recreation program email.	Local Municipal Gov't	Med				
	Network of information hub	Info provided by brochures, list of known, listed and resources in community, could volunteers answer questions		Med				
	Service Forecast and 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 (etc), etc	Senior center does.		Med				
	Technology proficiency assistance	Computer lab, Wed, 12:30-3:00 digital service help by volunteers on drop in basis (very popular)		Med				
	Employment Opportunities for 60+	Bounteview county program	Local Municipal Gov't	Med				
	Participation in a variety of programs (applies to all services)	Appoint a doc to coordinate		Med				
Healthy Living/Physical, Cognitive, and Mental Health	Nutrition, meals, meals on wheels, etc.	Senior lunches M-F (community based) operated by YMCA or Silicon Valley and support by county nutrition program and city's \$250,000/yr. Meals on Wheels (Southwest)	Adjacent or Regional Gov	Med		75 Client served (average monthly)	1.89	
	Mental and Behavioral Health Programs	Community Referral to Casa Del Puente Treatment Center or Psychiatry Nueve Valley psychiatric hospital.	Local Agency within city	Med				
	Adult Day Care and Caregivers (Respite Care)	Monthly caregiver support group by Alzheimer's Association	Adjacent or Regional Gov	Med				
	Physical Recreation Facilities & Programs (exercise, meditation, wellness, healthy living, etc.)	Senior center, aquatic center, classes, e.g., art, Tai Chi	Local Municipal Gov't	Med	1900	Members or Participants	29.84	
	Affordable Quality Housing - Seniors	Various affordable rent of apartment's		Med		Housing units	0.009	
	Continuing Living Facilities, or Shared Residence models	4 assisted living facilities, 2 retirement facilities, 2 nursing homes		Med		Housing units	0.009	
Coordinated Network of providers	Accountability and Measurement, annual report on senior services, surveys, etc. Transparency in plans and metrics, metrics	Self-determined 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 date on a people served, etc.		Med				
	Program Governance	City governs facility and programs through the Recreation Department.	Adjacent or Regional Gov	Med				
	Professional, legal, estate, insurance, investment, etc.	Case Management for seniors (paid service), SBA free legal advice for 60+ AARP 1-800 prep for low/middle income, health Insurance Counseling.		Med				
	Participation in Publicly Available Senior Program outside the city	Senior center provides information on convenient to use		Med				
	Volunteer coordinator	Yes, Senior center welcome desk (part-time) person is gatekeeper, complete form, maintain list (one time vs ongoing), check fingerprint & background check, act as resource for city volunteers in addition, have 30 volunteers in senior center also have meals and wellness calls volunteers. Read on organized volunteer effort (about 200)	Local Municipal Gov't	Med				
	Affordable membership cost	No activities. Some classes (like art) have fees, like \$7/class or \$38/season of classes		Med		Annual fee \$		
	Community Budget for Senior Services (total)	Source one city (\$240k), program fees (\$33k), and donor fees (\$48k). Nutrition program funded by county + YMCA (\$18k-\$44k). Local donation sources are weekly bag program (\$30k/yr), Friends of Morgan Hill Senior Center that provides grant program (\$30k/yr). Friends has established an endowment (\$30,000) with a 1.5M goal that start with a 4.5k gift. Transportation receives some FTE support. Source two support some Morgan Hill city programs. (\$90,000 total includes city part of \$340,000)		Med	\$ 391,000	Annual budget \$	\$ 92.81	
	Municipal Budget for Senior Services	Estimated \$33,000 supplies & services \$13,000. Facility Costs: \$47,000		Med	\$ 340,000	Annual budget \$	\$ 53.40	
Observations	Similarity to Local Goals	Make use of services provided by county programs.						
	Differences from Local Goals	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 hall w/ days 1127 sq ft, Senior Center Coordinator's Office 132 sq ft, Activity Rm 512 & 772 sq ft, Computer room 377 sq ft, SC reception 112 sq ft, Senior Center MPR Room 776 sq ft, Kitchen 623 sq ft, Teen Center on 2nd floor 1407 sq ft, Total Community Center 34,000 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 open 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, Asian 2%, Native 0.3%, Hispanic 6.4%, Pacific 1%							
Median Income: \$158,271							
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/Participants	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	27,963		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					
	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
	Municipal Budget for Senior Services	1,084,058			\$ 1,084,058	Annual budget \$	\$ 81.49
Observations	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: Prepared by: Date: Population: Demographics: Median Income:	Princeton, NJ Ellen Schwartz 3/7/2022 31,000 17% white 73%, asian 17%, black 6%, hispanic 8%, foreign born 29%, bachelors+ deg. 31%, poverty 5%, broadband 90%.								
		Calculated 65+ Population	6,208						
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 use, vol. drivers in their own cars). For all ages: Free bus/bush- 7:30am route. For all ages: Free Univ. buses/parts of town when/un in session; for seniors: reduced rates for seniors on public transit to other towns. Buses: train 20+ Primary is used most: newly converted office building (12,800 sq. ft.) in wooded setting (2021 moved in). 2nd is their original building near downtown, still used a little 8 rent space to others. 3rd small building, they don't own, but they have small program there. is near lowest cost housing New building (2,000 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/Facility								
	Senior Services Staffing	7 full-time, 8 part-time 50 instructors (at least some are volunteers). https://www.seniorcenter.org/princeton/ volunteers into staff		HI		16 Staff/Full- Time Equiv FTEs	0.0031		
	Available Parks, Open Space, and Public Social Spaces, close location,			HI		20 Number of Parks			
	Personal Safety, crime rate, home call programs, walking safety	Violent crime 3.2/10,000, property crime 75/10,000. https://www.princetonnj.gov/office-of-the-city-clerk/ https://www.princetonnj.gov/office-of-the-city-clerk/		H		0.32 Violent Crime rate per 1,000			
	Emergency and Disaster Preparedness	PSRC responded to Covid with vaccine drive (118 volunteers delivered 657 seniors get appts.), committed to Zoom, increased meals on wheels		Med					
	Help in Home Maintenance	Social worker will refer to someone. PSRC has homebased volunteers whose jobs are rising in visiting homebound but could take with minor issues.		Low					
Purpose, Connection, and Belonging	Participation and Communication with Older Adult Community	PSRC monthly newsletter by email (if mail \$10/yr) and several websites							
	Network of Information/Hub	maintained by PSRC	Local Municipal Gov't.						
	Service Force and Volunteer Opportunities	PSRC volunteer coordinator & separate Grandfather coordinator (300 volunteers needing to 300 kindergarten volunteers). Emergent from a part of park that is volunteer led classes (1300 students). They told volunteers many retired professors volunteered. They told instructors are just knowledgeable (not professors). Corporations do community service. PSRC for example 90 Bloomberg employees volunteered last year.		H					
	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. has Theater, Concerts, Museum, Univ. 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	H					
	Participation in Current Affairs, Politics, and Civic Groups, History club, etc.	Hester Society, NewComers+interest groups, activities (attracts newly retired, not just newcomers)		H					
	Technology proficiency assistance	PSRC Tech help center had 633 client visits in 2021. Also virtual appts. for tech assistance. In general in town, 2020 seniors say 90% residents have broadband, New Tech library in center of town		H					
	Employment Opportunities for 60+	just provides links to listings & programs		Med					
	Promoting inclusivity in all of our 60+ programs (applies to all services)	Didn't find an official statement, but fundraising event coordinator was Dr. Bernice King (MLK's daughter) told some activities (low-cost housing neighborhood activities, religious orgs., community 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.princetonnj.gov/office-of-the-city-clerk/ https://www.princetonnj.gov/office-of-the-city-clerk/ https://www.princetonnj.gov/office-of-the-city-clerk/	Local Agency within City	Med					
Healthy Living/Physical, Cognitive, and Mental Health	Nutrition, meals, meals on wheels, etc.						0.006		
	Mental and Behavioral Health Programs	PSRC has Social workers. Offer discussion support groups, total of 197 participants, 620 hours of case- management and counseling. Other agencies that offer services include 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 senior parents.	Adjacent or Regional Gov.	Med					
	Adult Day Care and Caregivers (Dementia Care)	PSRC, Y, adult & adult rec. private grps. yoga, etc. PSRC had 167 virtual fitness classes in 2021. Value in quantitative column of 1300 represents the total		HI		1300 Members or Participants	24.98%		
	Fitness/Recreational Facilities & Programs (exercise, meditation, wellness, healthy living, etc.)			HI					
	Affordable Quality Housing - Seniors	1) Princeton Housing Auth. owns and manages 236 family and subsidized apartments within the developments throughout Princeton. 2) Princeton Community Housing provides and manages 460 affordable rental homes for individuals, families, seniors, and people with disabilities with very low, low, and moderate incomes. More than 1,000 residents (about 3% of the population) benefit from these programs.		Low			0.006		
	Continuing Living Facilities, different residence models	a little in town, much more in adjacent towns		Low			0.006		
Coordinated Network of providers	Accountability and Measurement, annual report on senior services, surveys, etc., transparency in plans and results, metrics	PSRC is a nonprofit. Public links on its website (for download) to its annual financial report, R19 860, published annual financial statement. If I had I would say in 2021, expenses were \$778,000. Cost \$143,000,026 from multi contract, lots of (transferred/endorsement). https://www.princetonnj.gov/office-of-the-city-clerk/ has info on expenses.							
	Program Governance	PSRC formed as a nonprofit in 1978. New Board of Directors (7 people) & Advisory Council (16 people). Person I spoke to does not believe Town picks any for board or council would get back to me if he learns otherwise.							
	Professional, legal, estate, in surance, investment, etc.								
	Participation in Publicly Available Senior Programs outside the city	While lots of programs avail. outside of Princeton, Princeton has most comprehensive offerings		Low					
	Volunteer coordinator			HI		1.5 people			
	Affordable membership cost	0-4 of want them to mail the monthly newsletter (instead of email), it's \$10/yr		HI	\$ -	- Annual fee \$			
	Community Budget for Senior Services (total)	778,000 in prior year spent in 2018 (2020 70% of spending came from contrib., 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, tech support, food bank, library programs, adult ed, Y University, etc.		HI	\$ 778,000	Annual budget \$	\$ 149.9%		
	Municipal Budget for Senior Services	\$271,000 is amount town allocated to PSRC for 2021, although for 2022, they had allocated 200,000. 283,000, they only actually disbursed 173,000. \$47 million is to the town budget (2021). In 2018 PSRC told town gov they had 1,600,000 in prior year spent in 2018. town 2021 budget 1 day Contribution to Senior Resource Center = 10,000 in groceries and 240,811 in other expenses. Total 270,811. Note that 2 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, tech support, food bank, library programs, adult ed, Y University, etc.			\$ 270,811	Annual budget \$	\$ 61.94		
Observations	Similarity to Los Gatos	social/economic, along town/density, downtown important to identity, natural beauty & historic is valued							
	Differences from Los Gatos	Princeton is a hub/city/county for surrounding towns. Has Princeton U. Some seniors may not be there in the cities.							
	Service delivery capability	6213 total constituents served in 2021. focus is 60+, but some people under since offers ref. 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 assistance going forward because some people prefer it. ~1,300 people attend classes and ~75 receive assistance weekly. PSRC's 40 collaborative partners and 375 volunteers help make this all possible.							
	Other	PSRC Uses Zoom extensively. No fee to join. Activities live thru. "TV" 4-4pm vol. instructor talks & Ted talks are free. (overall Funding is only 15% from fees). Classes like art services, writing have fee to "break even" to cover cost of instructor. Evergreen forum -\$95 for books of 2hr classes. Have "senior scholarship" to apply. participant talks to one of PSRC social workers about "what comfortable paying". Is Not a formal "prove- financialness" process. Certain 1-evergreen class per session this way. Lots of fundraising and donors. 50% non-residents participate. 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 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 free bus, health center, food bank, library programs, adult ed, etc.	H	\$ 776,000	Annual budget \$	\$ 149.39		
Municipal Budget for Senior Services	527,000 is amount town allocated to PSRC for 2021. Although for 2020 they had allocated a sum of 258,000, they only actually disbursed 72,000. \$47 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, 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) moved 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 rent-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 averages.		Hi	0.61	Violent Crime rate per 1,000		
	Emergency and Disaster Preparedness			Med				
	Help in Home Maintenance	Provide information on on-site 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 talks 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, xianchixiao, 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, taijiquan, 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 rent-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 extrn. 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.

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January 11, 2023

Dear Town Council Members:

I am the incoming chair of the Community Health and Senior Services Commission (CHSSC) and a member of the Senior Service Committee (SSC). One of the subcommittees I serve on with the SSC is the Governance, Funding and Accountability for Senior Services subcommittee. This subcommittee is intended to make recommendations regarding what type of an entity should be charged with responsibility for the delivery of senior services in our town going forward. I write this letter in my individual capacity, and not on behalf of the CHSSC or the SSC.

One of the recommendations of the SSC's Road map is to give the CHSSC an "enhanced" role vis a vis senior services. I view the proposed governance plan put forth by the SSC's Road map as doing the exact opposite; it diminishes the CHSSC's power and proposes creating an entity that competes with it. The new entity is the Older Adults Advisory Board, (OAAB) which, if created as proposed, will be the major entity addressing senior services issues in town, thereby supplanting the CHSSC. By contrast and by way of example, there is no suggestion in the Road map to create a new and separate Transportation Commission. Given that the OAAB is intended to address senior issues, by its very nature, it will, if implemented as proposed, exist along with another entity designed to address senior issues: the CHSSC.

I am aware of the reputation the CHSSC may have had with some people prior to 2021, as a failing do-nothing commission. However, during the past couple of years the CHSSC has, among other things, created the HUB, and through its investigation and report it made the town council aware of the shortfalls in our town regarding the delivery of senior services. The SSC in fact arose out of the efforts of the CHSSC. The CHSSC was also instrumental in greatly improving the delivery of senior services by LGS Rec, and in the creation of KCAT'S "The Producers" program for seniors, by recommending that the town council apply ARPA funds to these programs.

I recognize the need to have a new entity for purposes of creating a means for generating funding for an improved or new senior facility and for the delivery of senior services. However, I submit that this should be the sole role of the OAAB.

I question the wisdom of creating an entity like the OAAB that has few community representatives, is marginally beholden to the town or tied to the town, that will create more bureaucratic confusion, and that may lead to turf wars with the CHSSC.

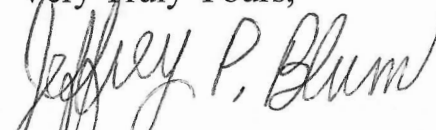
There is no need to create another entity to allow outside stakeholders, including those who do not reside in the town to provide input on senior related issues. As one prominent member of SSC recently pointed out, the CHSSC allows these outside stakeholders to provide their two cents' worth of input as requested. Indeed, this is a frequent occurrence at CHSSC meetings.

The CHSSC is perfectly capable of keeping the Road map going and providing the accountability required to assure the Road map's goals are met. If the town council believes otherwise, then perhaps the size of our commission should be increased, to meet any challenges arising.

The CHSSC will be meeting on January 24th and one of our first orders of business at that meeting will be to consider the Road map's recommendations regarding governance. Until you hear from the CHSSC, I respectfully request that the town council defer any decisions concerning the Road map's plans for governance.

Thank you for your consideration.

Very Truly Yours,



Jeffrey P. Blum

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

Subcommittee - Hudes (chair), Blum, Heath, Miller, Phelan, Picraux, Rossmann

Currently our Town has a distributed model of senior services with minimal central planning, measurement, coordination, or accountability for maintaining and advancing services. Benchmarking results show that most cities have a more integrated governance model which can result in greater support, more successful funding initiatives, and greater transparency of senior services operations. This area is challenging but could result in increased efficiencies, enhanced senior services including additional sources of support, and long-term stability of programs. A successful governance model for Los Gatos should include:

- Distinct roles for non-profits, city administration, and others serving older adults,
- A coordinated management model (accountability, metrics, oversight, etc.)
- Funding mechanisms to help support older adult programs and services
- Sustainable financial plan, including pro forma budgets for consideration by deciding bodies
- Methods for measurement, accountability and maintaining transparency
- Approaches to maintain Town oversight

Integrated Governance Model

The Committee believes that an integrated governance model with stronger community participation will result in greater support, more successful funding initiatives, and greater transparency of senior services operations. From the benchmarking survey of other communities and our assessment of services in Los Gatos, it became apparent to us that Los Gatos currently has a fragmented model of service delivery coupled with little accountability. The result has been a break-down in services during the pandemic, just as our older adult community is substantially growing. In order to enhance governance and accountability, the Roadmap proposes four key interrelated elements for a future model of senior services governance:

- One-Three-Ten-year fiscal planning
- Measurement and accountability tracking
- Roles and responsibilities decisions
- Roadmap maintenance and update process

One-Three-Ten Year Fiscal Planning

- All-encompassing process for fiscal analysis and budget planning must be developed, including Town, county, state, and federal and third-party organizations
- Annual budgets should include:
 - Services provided and residents served

- Capital and operating (decoupled)
- Planned and actual
- Sources including grants
- Fundraising
- Timing should be coordinated with municipal, area, and third-party budget processes

Next steps:

1. Set schedule for subcommittees to provide resource estimates
2. Provide template and assistance in developing pro-forma financial estimates for key initiatives
3. Involve Town staff in financial estimates and budgeting
4. Create a budget model

Measurement and Accountability Tracking

In order to make progress in delivering services in a sustainable manner to our older adult community, the Roadmap addresses the following topics and agreements that span the range of service providers, including Town, regional, and third-parties. As discussed below an Older Adult Advisory Board is proposed by the Roadmap. Guiding measurement and accountability would be a primary responsibility of the Older Adult Advisory Board, since many of the measures would involve community, not only Town resources and providers. Much of the information would be obtained through a collaboration between the Advisory Board and the various service providers serving the senior residents of our community. Recommended activities include:

- Develop the basic measures of effort and results that are needed to ensure success
- Determine who should measure the senior program effort and effectiveness
- Recommend the right cadence and form of measurement and reporting
- Identify who should receive the reports
- Distribute accountability to existing and/or new teams, committees, or other participants.

Next steps:

1. Appoint members to the independent Older Adult Advisory Board that represents the older adult community in Los Gatos
2. Review examples of annual senior services reports by other cities to provide a starting point for an Annual Los Gatos Report on Aging
3. Review examples of annual financial reports (e.g. 990's for CASSY, RYDE, ...) in order to understand how other service providers are being measured
4. Compile metrics from other communities and service providers on what data and rate of collection is most useful for an efficient accountability tracking process.

Roles and Responsibilities

The Committee believes that for the changes proposed by this roadmap in support of our older adult community to occur it will be important to clearly define the roles and responsibilities, as existing organizations are re-comprised or modified, and new organizations are put in place. Thus we recommend that an immediate task of the Town and an Older Adult Advisory Board would be to resolve the following questions to guide the implementation of roles and responsibilities for governance:

- Given the goals and resources required, what oversight is appropriate to ensure success?
- Are new or re-comprised teams, committees or roles required?
- How should existing teams, committees, or roles be changed and people be encouraged and selected to participate?
- Are new service agreements or contracts needed?
- Should existing service agreements or contracts be changed, and how?

To transition from the decentralized, or what might be characterized as a fragmented delivery of services to our older adults, to a more reliable and sustainable means of providing these services, our Integrated Governance subcommittee realized that some changes would be helpful. This was further reinforced by our site visits and fact-finding conversations with several other communities, especially with Palo Alto, Los Altos, and Morgan Hill. Also further changes would be needed upon making a decision concerning our facility direction in about 3 years' time.

For now, it appears that the Morgan Hill approach and governance model offers the most similar and promising starting point to address our needs over the next several years. With the successful development of this approach over a 3- to 10-year period, a long-term model closer to that of Palo Alto's Avenidas, where even greater community contributions to support senior services as well as to initiate a "Village" concept for aging in place may become possible.

Why the Morgan Hill model in the near-term?

While there are demographic differences from Los Gatos, the provision of services to older adults in Morgan Hill offers some situational similarities. In Morgan Hill, senior services were previously provided by a recreation-oriented organization, the YMCA, which was serving a broad age-range of community members through fee for service as well as contracted services for seniors. The organization ran into financial constraints that challenged the provision of services for seniors. The community also embarked on the development of a community activity center that would be a place where older adults would participate. This required substantial fund-raising as well as contribution of city-owned properties in order to build a new center in the mid-2000's. An independent community-based Senior Advisory Board was formed that included not only city personnel and residents, but also representatives of service providers, the community center staff, and charitable foundation

staff.

As the transition to the new Morgan Hill community center and charitable foundation funded facilities and programs occurred, some of the key personnel of the YMCA and predecessor organizations transitioned to the new organizations as well as to the city. Some of the best people are still serving Morgan Hill's older adult community, yet they transitioned to a new organization. Today, a vibrant senior services program is being provided in an excellent community center, funded significantly by charitable giving and grants, along with moderate city support. Los Gatos is facing similar constraints regarding Town finances and similar financial constraints faced by our recreation-oriented services provider. This suggests that we can learn from the Morgan Hill story in developing a journey for enhancing Los Gatos services for our older adult community.

Some of the features, and departures from our current model include:

- An enhanced role of the Community Health and Senior Services Commission recommended in this Roadmap including:
 - a. Board seat on the Older Adult Advisory Board
 - b. Review, approval and presentation to Town Council of Annual Assessment of Senior Services
 - c. New ad hoc subcommittee of the CHSSC responsible for Communications and Engagement Goals of the Roadmap, which could include:
 - Annual goals for the work plan of the CHSSC that includes recommendations for activities and events
 - Budget proposals to both the Town of Los Gatos as well as the Friends of Los Gatos Seniors Charitable Foundation
 - Content guidance and development for Hub
 - d. Primary point of contact for key provider of recreational services to seniors (currently LGS Recreation).
- Enhanced roles of other existing Town Committees and Commissions to specifically include relevant activities in support of our older adult community. Some examples that are found in the project proposals of this Roadmap include:
 - 1) Parks Commission: the development of a Community Garden
 - 2) Complete Streets and Transportation Commission: transportation options for older adults including walking paths and exploration of a shuttle
 - 3) Planning Commission and Housing Element Advisory Board: creation and maintenance of an inventory and directory of housing options for seniors. These enhancements might include subcommittees or cross-commission ad hoc teams as well as specific older-adult related tasks in the annual work plans of the Town Commissions and Boards, and could include reporting to the Town Council about progress on these items. Members of the Senior Services Committee could help organize these activities during the period before the sunset of the Senior Services Committee.
- A charitable foundation (501(c)3) that does extensive fundraising for not only a capital facilities campaign, but also for service operations, and over time to establish a sustaining endowment from individuals and corporate entities. This

entity will have both a Board of Directors and a Fundraising Committee. This foundation will be called Friends of Los Gatos Seniors.

- Independent Older Adult Advisory Board

The Committee proposes that the Older Adult Advisory Board would be an Independent community advisory board representing the older adult community at large and recognized with initial facilitation by the Town as providing a community element in supporting, coordinating, advancing, and measuring with accountability older adult services in Los Gatos. Board Members would include key service providers, facility personnel, fundraisers, including the charitable foundation, county and regional resources, as well as Town and community representatives. Some of these important resources for our older adult community are not able to serve on existing Town Commissions and Boards, and yet are essential to the provision of services and to the objectives of the Roadmap for Senior Services. The Board meetings would be open to the public.

Role of the Older Adult Advisory Board:

- Represents the broad community of older adults, service providers, regional agencies, and charitable foundations serving older adults in Los Gatos
- Advises the Friends of Los Gatos Seniors 501(c)3 non-profit which does fundraising for facilities and senior services
- Tracks progress annually on a 10-year senior services roadmap for Los Gatos and provides an annual assessment of senior services and expenditures to the Town (CHSSC reviews, approves, and presents to Council)
- Initiates and develops a 10-year plan to create a community center
- Develops senior services initiatives for consideration by Town (via CHSSC) and/or for support by the 501(c)3 foundation in coordination with Town.

Board Membership (3 year appointments):

Up to 11 members. The Committee's recommendation is for 7 members appointed by the represented entities and four service providers selected by the board:

- Town Staff appointed by Town Manager
- Councilmember and alternate Councilmember nominated by Mayor and appointed by Town Council
- CHSSC Commissioner recommended by CHSSC and approved by Mayor
- Community representatives (2) – initially appointed by Senior Services Committee's Executive Committee (chair, vice-chair, and subcommittee chairs) and in subsequent years by the CHSSC
- County representative appointed by Office of the County Executive
- Friends of Los Gatos Seniors Board Member (appointed by the 501(c)(3) Board)
- Four key service provider representatives - to be appointed by the Board (Proposed for initial appointment: LGS Recreation Executive Director, Live Oak Nutrition Manager, a representative of the service clubs, and West Valley Community Services or other nonprofit).

Role of Los Gatos-Saratoga Recreation

LGS Recreation has been providing services to the seniors of Los Gatos based on an agreement initiated in 2009. The 20-year lease agreement defines the scope of services that are to be provided in return for partial rent relief. After obtaining a better understanding of the services and associated funding of LGS Recreation, it is apparent this full suite of services currently (in 2022) being provided to the senior community cannot be sustained without a substantial increase in funding. In fact, as of 2023, even baseline services are not funded given the direction of the LGS Recreation Board to no longer fund senior services with surpluses from other LGS Recreation programs. Additionally, LGS Recreation has diverged from the 2009 Lease Agreement, in terms of services and limited governance.

In the short term (1 year) it is the recommendation of the Senior Services Committee Roadmap that the Town immediately enhance governance as well as provide short-term funding for baseline services. The Committee has reviewed the baseline services that LGS Recreation is providing and recommends that the Town negotiate an acceptable one-year agreement to maintain essential services. Further, for the following three-year period, it is recommended to re-evaluate the provision of services by LGS Recreation while also evaluating the ability of the Friends of Los Gatos Seniors, a charitable foundation currently being formed, to raise substantial funds not only for a capital campaign, but also for enhanced services and programs for the Los Gatos senior community. If LGS Recreation is able to provide an ongoing role in the delivery of services to the seniors of Los Gatos, it is important to re-evaluate and document changes to the services initially enumerated in the 2009 Lease Agreement. It would also be valuable to have a Town representative serve on the Board of LGS Recreation.

Next Steps for Governance and Accountability

Identify specific roles and responsibilities for the following:

1. A 501(c)3 Friends of Los Gatos Seniors non-profit including Governing Board and Fundraising Committee
2. Independent community Older Adult Advisory Board

Roadmap Maintenance and Update Process

The Committee believes that in order for the Roadmap to be of continuing value, both during its *implementation* and beyond, there must be a process for this document to evolve as circumstances change, as current needs are satisfied, and as new needs emerge in the community. Maintaining and updating the Roadmap will ensure that it is sustainable and of continuing value to the community. As recommended above the Older Adult Advisory Board would be responsible for maintaining and updating the Roadmap.

Framework for Proposed Modification to Integrated Governance, Funding, and Accountability For The Senior Services Section of The Roadmap

This proposal of the Senior Services Committee's Roadmap Drafting subcommittee is presented to the Community Health and Senior Services Commission for consideration and feedback to the Senior Services Committee's governance and Roadmap drafting subcommittees.

A. Integrated Governance and Accountability Activities:

1. No Older Adult Advisory Board or other such entity is being proposed in the Roadmap for governance and accountability.
2. The Community Health and Senior Services Commission would undertake those duties and responsibilities. The CHSSC would create subcommittees to implement the following three activities considered essential for maintaining Roadmap progress, including governance and accountability of senior services. Those activities include the following:
 1. **Communication and Engagement:** This is the portion of the Roadmap addressing this area (Goal #3). It is likely that the CHSSC would create an ad hoc subcommittee and appoint the members of the subcommittee to fulfill the tasks. Expert guests may be included as guest subcommittee members.
 2. **Roadmap Tracking:** CHSSC would be responsible for tracking and assessing whether the goals of the Roadmap are being accomplished according to the timelines set forth in the Roadmap. This may be done via annual or more frequent written assessments.
 3. **Annual Senior Services Assessment:** CHSSC would be responsible for assessing and reporting on the nature and quality of senior services in Los Gatos. This may be done via an annual State of Los Gatos Senior Services written report.

It may also be necessary for CHSSC to create ad hoc subcommittees to undertake and complete items 2 and 3 above. Similar to item 1, CHSSC would be responsible for appointing the members of the subcommittees. Expert guests could be included as guest members of subcommittees as appropriate.

Duties and responsibilities on issues relating to housing and transportation would remain with the town boards and commissions currently responsible in these areas. However, CHSSC would periodically meet with the boards and commissions

responsible for these areas, to assess their progress and align goals with them related to these areas.

Consideration would be given to requesting that the Town Council appoint a liaison from the Council to the CHSSC, to assist in the foregoing work and/or help with recruitment of people to serve on the CHSSC and its subcommittees.

B. Community Activities:

A 501(c)3 nonprofit foundation, referred to as Friends of Los Gatos Seniors, will be created for raising funds in support of senior programs and facilities. The foundation will pursue options and funding for a new or refurbished community facility with dedicated space for senior programs. It will also seek funds to supplement and enhance support for senior programs and activities. As an independent nonprofit entity it will have a Board of Directors and appoint an Advisory Committee. The Advisory Committee will assist the Board in such areas as developing facility options, creating a capital facility campaign, funding senior service activities, seeking grants, and, over time, establishing a sustaining endowment. The Committee would coordinate its activities with the Town through the proposed senior coordinator and the CHSSC.

C. Town Senior Services Coordinator

The Senior Services Committee will recommend to the Town Council the appointment of a part time (0.2 FTE) coordinator for senior services in Los Gatos. The coordinator is envisioned to be a staff member within the town administration. Their allocated time would be dedicated to being a point of contact for senior services in Los Gatos. This position would provide an important step to realizing the Roadmap's vision of a coordinated partnership for senior services between the Town, Town commissions and boards, the foundation, community service providers, and other nonprofits and regional providers. The coordinator would also be a member of the foundation advisory committee.