



TO: Mayor and Councilmembers
FROM: Kristine Schmidt, Assistant City Manager
SUBJECT: Management Plan for the Goleta Community Center

RECOMMENDATION:

- A. Review and approve a draft plan to assume direct management of the Goleta Community Center effective July 1, 2022;
- B. Authorize the City Manager to provide notice to the Goleta Valley Community Center that its lease will not be renewed upon its June 30, 2022 expiration;
- C. Authorize the City Manager to negotiate one-year lease agreements with current long-term Goleta Community Center tenants;
- D. Approve a budget appropriation of \$100,000 from the General Fund unassigned fund balance to the City Manager's department Fiscal Year 2021-22 Budget for professional services and other expenses related to conducting and implementing a Community Center Strategic Planning Process.

BACKGROUND:

For a number of years, the City Council has expressed increasing interest in enhancing the role that the Goleta Community Center (GCC), which the City acquired from the Goleta Union School District in 2013, plays in the Goleta community. On August 31, 2021, the City Council held a special workshop regarding the Goleta Community Center (GCC) facility and its operations. Council heard staff presentations about:

- A community outreach process that was conducted in 2020 by the City's consultant, Antenore & Associates;
- The status of the Community Center building and the Goleta Community Center seismic and ADA improvement projects; and
- The Ad Hoc Goleta Community Center Committee's recommendation that the City assume direct management of the Goleta Community Center upon the expiration of the lease with the Goleta Valley Community Center (GVCC) organization.

The staff reports and supporting documents for these items were extensive and are not repeated in this report. However, background about the recommendations presented

today including the reports and the accompanying video from the August 31, 2021, Goleta Community Center City Council workshop are available at the following link:
<https://www.cityofgoleta.org/i-want-to/news-and-updates/government-meeting-agendas-and-videos>

Following this workshop, Council asked staff to return to Council at a future date with a plan and timeline to assume management of the facility on July 1, 2022, upon the expiration of the current lease with the non-profit Goleta Valley Community Center organization (GVCC) and to discuss a process to develop and adopt a Strategic Plan for the Goleta Community Center. The change will allow the City to manage the GCC during the upcoming \$8 million (or more) seismic and ADA improvements capital project and develop a comprehensive Strategic Plan for the Community Center before determining the best long-term management model for the future.

Consideration of direct management is timely. In January 2021, based on an opinion from the City's Building Official (Willdan), the City had to amend the GVCC's lease to exclude the main Auditorium and Dining Hall until after seismic upgrades are complete, affecting the ability of the GCC to be managed by the GVCC on a full cost recovery basis. The seismic and ADA capital project is likely to begin construction next year, which will require close coordination with Public Works staff to continue operations, to the extent possible, during construction. The City has received approval for an increase in the FEMA grant for the seismic project and final approval of federal funding for the remainder of the project is expected in the next few days.

Since the August 2021 workshop, staff have informed the GVCC of Council's intent to consider direct management of the property and asked the acting General Manager and the Board of Directors to consider what its position would be should the City assume direct management. Specifically, 1) whether the GVCC would continue as an entity and if, so, what continuing role the Board would like the City Council to consider for the GVCC at the GCC; 2) whether they would intend to continue to run the Senior Center Program at the GCC, 3) how they would anticipate allocating the estimated \$750,000 in funds that the GVCC has accumulated in its management of the Community Center. Staff have not received an answer from the GVCC, but if Council approves staff's recommendations today, members of the GVCC Board have indicated they will meet with us to discuss this.

Staff are not proposing to take over management of the Senior Center Program currently run by the GVCC organization. However, staff have developed and are prepared to present at a future date a supplemental budget for the running of the Senior Center Program, should the GVCC organization wish to discontinue its management of this program and should the Council wish to manage it instead.

DISCUSSION:

This report represents the start of a draft management plan for the City to assume management of the Community Center effective July 1, 2022. Elements of the management plan include:

- This written report;
- A facility map (Attachment 1);
- A fee schedule (Attachment 2);
- A staffing model (Attachment 3);
- A draft budget (Attachment 4); and
- A list of one-time start-up costs (Attachment 5).

All numbers presented herein are rough estimates based on past GVCC financials and anticipated staff levels.

The draft management plan is designed to give a preliminary idea of what would be involved in the City assuming direct management of the Community Center from the current manager, the Goleta Valley Community Center non-profit entity. It was developed in part based on the GVCC's financial reports, and in consultation with GVCC staff, and in part based on City's own financial management and classification and compensation structures. Should Council wish to proceed, staff would continue to refine the budget for presentation to Council as part of the budget process.

Staff have tried to estimate the true financial commitment of running the Community Center to the City's standards, and as the draft budget in Attachment 4 shows, staff estimates the cost to the General Fund for the City to manage the Community Center in Fiscal Year 2022-23 would be approximately \$254,500. Several points are worth making up front about the costs of managing the GCC in Fiscal Year 2022-23.

- First, the GVCC was already facing a deficit of \$39,000 in its operations for FY 2019-20, which they had hoped to fill with new donations.
- Second, the loss of revenue from the Auditorium and the Dining Hall is estimated to be about \$75,000, which results in a deficit versus GVCC's 2019-20 budget, but which would also affect the GVCC budget were it to continue as the manager. Eventually, with the completion of construction, this revenue will be restored.
- Third, during active construction, revenues are likely to be further, albeit temporarily, impacted to an as-yet undetermined degree. This would also affect the GVCC budget were it to continue as the manager
- Fourth, the City's salary and benefit structure compensates higher than the non-profit GVCC for like work to operate the facility, and while this is likely to bring benefits in the way of recruitment and retention, it does result in higher staffing costs to the tune of approximately \$74,000 per year.
- Finally, City management brings with it a professional management support structure (Finance, Human Resources, Community Relations, Legal, Governance, etc.) which will enrich the Center's management, but not without a cost. A 21% Administrative Charge on total expenditures is reflected in the draft budget, similar to that assessed to the Buellton and Solvang libraries under those management models, resulting in a "cost" of \$103,851. This represents the hidden costs of the draw on administrative resources that would otherwise be dedicated to other City operations. It is important to note that this may or may not lead to an actual

increased City cost, depending on whether the workload can be simply absorbed or results in a need for additional staff.

REVENUES

The GVCC is run on a fee-for-space business model. Under that model, the Community Center needs to generate enough income to support the GVCC operations. The key revenues for the Community Center are long term leases and user fees. The GVCC also operates a Senior Center Program and receives some revenue (including a \$25,000 grant from the City) to support that program; however, staff assume that this funding will continue to be dedicated to Senior Center Program funding and did not include it in the staffing model.

The draft Management Plan assumes that Council will want the GCC to continue to be self-supporting to the degree possible, but without raising user fees or rents for lessees in Fiscal Year 2022-23. It won't be possible for the City to recoup the full cost of operating the GCC under this model. Council may wish to reassess fees and rents in the future.

User Fees

User fees include short-term space rentals and most other income to the Center. User fees are received primarily for use of the following spaces: Auditorium, Dining Hall, Conference Room, and eight classrooms (rooms numbered 1-8). Non-profit entities are assessed reduced fees. Contributors to user fees include all Center users including those offering exercise and dance classes, self-help and recovery meetings, crafts classes, religious meetings, organization meetings (e.g., HOAs and non-profit boards), and private parties. Examples of other miscellaneous user fees collected are for rental of the courtyard, playing field rental, equipment rental, and storage fees.

Current User Fees are reflected in the fee schedule attached (Attachment 2). Staff have built the draft management plan using these fees as the base. Should Council wish to proceed with direct management of the GCC, staff would work with Finance to reevaluate the fees, as appropriate.

GVCC organization financials show pre-COVID annual user fee income in Table 1 as follows:

Table 1: GVCC User Fees

Fiscal Year	Annual Income
FY 2019-20	\$86,136 (8 mo.)
FY 2018-19	\$143,857
FY 2017-18	\$150,265
FY 2016-17	\$159,090
FY 2015-16	\$137,515

Since the COVID-19 closure, user fees have been heavily impacted. Initially, this was a significant negative impact as total user fees for FY 2019-20 ended up at just \$90,357 for

the year. Then, when the GVCC organization agreed to rent space for the COVID Testing site, user fees greatly increased. User fee revenues were \$260,338 in Fiscal Year 2020-21. However, since the COVID testing site closed in December 2021, this revenue level should be considered anomalous.

For purposes of staff’s model, staff assumed a normal pre-COVID level of operations. However, staff reduced the assumed revenue for the fact that the Auditorium and Dining Hall are not available for use until after the seismic upgrade project is complete. Based on this, staff expect revenues of \$75,000 from user fees in 2022-23.

Leases

Long-term sublease tenants of the GVCC include CommUnify (formerly the Community Action Commission) providing Head Start and Early Head Start Programs, Kevin Long Fitness for fitness training, and the Rainbow School providing early childhood education. The Management Plan assumes that the City will enter into leases with these tenants on similar terms to their current subleases with the GVCC. Table 2 below provides additional information about the GCC lessees.

Table 2: GCC Lessees

Lessee	Rooms occupied	Square Footage	Expires
CommUnify	Building B, Rooms 9, 10, 11, 12 and Play Areas	4,933 + Play Areas	6/30/22
Kevin Long	Building B, Room 14B	707	6/30/22
Rainbow School	Building C, Rooms 6, 7, 8, 10, 11, 12 and 13, with access to play areas adjacent to leased premises	7,195 + Play Area	6/30/22

These leases collectively generate \$233,640 in revenue annually. Each lease has a provision for a CPI increase to rents each year, however, the GVCC did not assess an increase in Fiscal Year 2021-22 and staff have not included one in the 2022-23 assumptions.

Other Revenue

The GVCC had budgeted for \$39,000 in donations in Fiscal Year 2019-20 to balance their budget, which was a new strategy, as donations had not previously constituted a significant revenue source for them. Due to the pandemic, the needed fundraising and these donations never materialized. Staff have not included donations as a source of revenue in the management model, though there may be an opportunity for this in the future. For example, the City might pursue a relationship with a “Friends of the Community Center” group to fundraise for the GCC. Depending on their interest, this might even be a role the existing GVCC organization wishes to play.

Other small revenues, such as reimbursements for additional staffing for events, equipment rentals, and utility reimbursements from long-term tenants, were included in our model.

Potential Revenue from GVCC's Senior Center Program

As the community center operator, the GVCC organization has not charged itself rent or user fees for its own programs. Should Council assume management of the GCC, the GVCC organization's Senior Center Program would become a tenant of the City. Until 2020, EqualiTech was a long-term tenant in 939 square feet of space (Room 13A and 13B) providing non-profit computer education at a monthly lease of \$850 (\$10,200 per year). Since EqualiTech vacated that space, it has been used by the GVCC as its Senior Center which allowed the space that had been formerly used by the Senior Center to be temporarily rented as a COVID Testing site. Should the City assume management of the facility, it would be reasonable to charge the GVCC organization for the use of that space for the Senior Center.

The Senior Center Program is also a significant user of other meeting room space and has not previously been assessed user fees. If the City assumes management of the GCC, and the GVCC organization continues to manage the Senior Center Program, the GVCC organization should reasonably pay user fees for the use of these spaces, similar to other non-profit organizations.

Council could, of course, provide some additional level of support to the GVCC non-profit Senior Center Program through its support to other agencies program or other mechanism (e.g., a donation of space). And if the City assumed management of the Senior Center Program it is unlikely staff would recommend charging the program. For this reason, no lease or user fee revenue from the Senior Center Program has been included in the Management Plan.

EXPENSES

As reflected in the draft budget, expenses for the City to manage the GCC will exceed revenues by approximately \$254,500. Under the current revenue model, this will result in a necessary General Fund subsidy to the Community Center. Depending on any enhancements to the role of the GCC in the community that are identified in the upcoming Strategic Planning process and the availability of funding (e.g., through revenue enhancement to the General Fund), Council may also wish to further increase General Fund support for the Center and its activities in the future. However, cost estimates for this Management Plan are based on management of current operations without enhanced programming.

Staffing

The largest expense for the Community Center is staffing. Staff have developed a staffing model based on the level of staffing currently employed by the GVCC. City staff would be assigned different job titles than the GVCC and, as the government sector tends to pay

slightly higher and provide better benefits than the non-profit sector, our staffing costs are expected to be higher for the same work, consistent with the City’s classification system and comparability with other public agencies.

New City staff proposed to operate the Community Center include a full-time Recreation Supervisor based at the Center to provide direct supervision of day-to-day operations. Staffing would also include a full-time Administrative Assistant to provide clerical and accounting and light analytical support and to manage facility bookings. Staff propose 90 hours per week of maintenance and/or custodial staffing to provide a presence at the Center during all open hours (6:30 a.m.to 8 p.m.), assist with set up and breakdown of tables and chairs and perform light custodial work. During regular business hours, this would be a Facilities Maintenance Worker I, who in addition to these duties would be available to perform light maintenance and interact with City maintenance contractors¹. After hours this would be an hourly Custodian position. All positions except the Facilities Maintenance Worker I, would report to the Recreation Supervisor. The Facilities Maintenance Worker I would report to the General Services department. Finally, the City’s existing Parks and Recreation Manager position, which would assume management oversight responsibility for the operation of the facility and all GCC staff, would receive a differential pay increase from Range 113 to Range 114 (9%) to account for the increased scope of authority and accountability. Table 3 below provides a breakdown of the anticipated first-year staffing costs.

Table 3: Estimated First Year Staffing Costs at GCC

Position	Hrs./Wk. (Cat.)	Annual Cost (Loaded)
Recreation Supervisor	40 (Reg)	\$120,592
Administrative Assistant	40 (Reg)	\$93,212
Maintenance Worker I	40 (Reg)	\$79,918
Custodial	50 (Hourly @ ~15/wk.)	\$41,984
Parks & Rec Manager	Differential (Reg)	\$14,780
Limited Term Advisor	10 (Hourly) for up to one year	\$13,994
Misc. Expenses	Training, subscriptions, mtgs	\$2,900
	TOTAL ANNUAL	\$364,310

** Loaded costs include wages (including bilingual premium), health and welfare benefits, pension, Social Security and Medicare.*

As was presented to Council in August 2021, staff anticipate making job offers to existing GVCC staff to fill the Administrative Assistant, the Facilities Maintenance Worker I, and the hourly Custodian positions, upon interview and assessment of qualification for City service. The current acting GVCC General Manager would be offered a limited-term 10-hour per week assignment up to one year in support of the GCC to provide historical

¹ This would actually be an enhancement of City operations, as the City does not currently have a maintenance staff member on site at the GCC for these types of issues.

expertise about the facility and its operations. The Recreation Supervisor would be filled by competitive recruitment. Should the City eventually seek a contract operator of the GCC, staff anticipate that the City would require such operator to consider absorbing GCC City staff and/or that we would attempt to absorb staff ourselves through attrition rather than laying anyone off.

It should be noted that the GVCC employed one additional full-time clerical support person before the Auditorium and Dining Hall were closed due to seismic issues. Since those rooms cannot be reopened for booking until after the construction project, staff did not build that position into this model. Once the Auditorium and Dining Hall are reopened, with the additional \$75,000 in restored revenue, the City could consider adding that position back, if necessary. However, given the additional support available to the Community Center through the City's management structure (Finance, Human Resources, Community Relations, Legal, Governance, etc.), such additional staffing may not be necessary.

Other Regular Expenses

Other expenses for running the Community Center include office equipment and supplies, utilities, etc. These costs are largely based on the Community Center's historical costs.

As mentioned above, staff have included an Administrative Fee charge of 21% (\$103,851) for information purposes to account for ongoing support to the Community Center (Finance, Human Resources, Community Relations, Legal, Governance, etc.). This is a new expense for the Community Center, but these services would also be an enhancement to services currently available to the Community Center operation. In fact, staff see this enhanced professional management support as key in implementing some of the recommendations that came out of the 2020 public outreach effort and in developing and implementing a Strategic Plan for the GCC, as explained more fully below. The Administrative Fee represents hidden costs and the draw on administrative resources that would otherwise be dedicated to other City operations. It is important to note that this may or may not lead to an actual increased City cost, depending on whether the workload can be simply absorbed or results in a need for additional staff. We normally wouldn't reflect this in the actual budget for a City program. However, for purposes of this report we wanted to reflect this as part of the true cost of managing the GCC.

One-time Expenses

Staff have estimated one-time expenses as well, which are not reflected in the management plan. These include \$13,000 for staff furnishings and information technology hardware, and approximately \$2,000 for light maintenance tools. Unless the GVCC would agree to donate the furnishings and equipment currently at the Community Center for the GCC's continued use, there would also be a significant undetermined cost for tables, chairs and storage carts in the conference room and classrooms (and eventually the Auditorium and Dining Hall), art for rooms and hallways, lounge furniture for the hall, rentable equipment (podium, projector, etc.) and other miscellaneous equipment. Staff

assumes that GVCC would make these available for at least the first year but would need to seek formal approval of that from the GVCC to confirm.

Should the purchase of a vehicle (pickup truck) prove necessary, this would add an extra cost of approximately \$50,000, plus the cost of gas, maintenance and insurance. In the interim, staff could be reimbursed for trips to and from City Hall under the vehicle reimbursement policy. The GVCC does not own a vehicle.

STRATEGIC PLANNING

For the last several years, staff have been working with Council's Ad Hoc Goleta Valley Community Center Committee (Ad Hoc Committee), on consideration of management alternatives for the Community Center. As part of that, in 2020 the City contracted with Antenore and Associates (A&A) for a facilitated stakeholder and public outreach process to better understand the community's desires for programming and uses at the Community Center and discuss how the facility can best meet those needs. Antenore and Associate's conclusions were based on an online community survey with approximately 300 responses (89% of respondents had visited the Community Center at least once in the last 2 years) and six in-person focus group meetings held with key stakeholders.

The Antenore and Associate's report, which was presented to the City Council on August 31, 2021, identified eight key areas of needed focus from this public outreach.

1. Seismic & Structural Needs
2. Facilities Improvements
3. Overall Maintenance
4. The Role of the Center in and for the Community
5. Business Practices, Access and Usage of The Center
6. Center Programming & Events
7. Communication and Outreach
8. Strategic Plan for the Goleta Community Center

A&A recommended that the City determine the Center's future role in the community, either as a "community center", or a facility solely with rental spaces and community meeting rooms, or a combination of both. Then, it should modernize business practices to promote access and usage of the Center including clearly defining the process for rentals and establishing fees including a rent subsidy for non-profits. The City should decide what role the City is, and is not, going to play in addressing the community's interests with new programming and events and in providing resources to augment existing gatherings. A&A recommended that the City develop a communications and outreach strategy to better communicate and engage the community in supporting and utilizing the Center, including pursuing up-to-date online scheduling and communications methods and creating a more welcoming and clearly marked entrance that includes a marquee with messages and highlights about available community programming and events.

Finally, A&A recommended that the City form a small working group to do a Strategic Plan for the Center. This Strategic Plan would be informed by the data and input obtained by the A&A outreach process to define the role of the Center in the community, prioritize structural needs and improvements, identify the key resources needed to improve the facilities, and generate an outreach plan for community awareness and access. Staff propose to begin a Strategic Planning process, building on the work already completed.

As discussed at the August 31, 2021 Workshop, staff propose to work with the existing Ad Hoc Goleta Valley Community Center Committee (which we will begin to refer to as the “Goleta Community Center” Ad Hoc Committee for clarity) to develop an RFP for professional facilitation of the Strategic Planning Process, participate in the Strategic Planning Process, and advise staff on the implementation of the resulting Strategic Plan. This is consistent with the scope reflected in the establishing Resolution No. 19-07, which stated: “The purpose of establishing this ad hoc committee is for the City to better understand the community’s desires for programming and uses at the GVCC and how the GVCC can best serve these needs. The committee will discuss what types of programming are appropriate and what the best management structure might be. The committee will also discuss what elements should be included in a request for proposals (RFP) for management at the Center in the future. The committee will also be a forum for conversation between the City, GVCC Board and the community about the day to day operations and management.” The Committee members are currently Mayor Perotte and Councilmember Kyriaco.

In addition to the members of the Ad Hoc Committee, the Strategic Plan working group may include stakeholders selected by the subcommittee such as, for example: a member of the Parks and Recreation Commission, a member of the Public Engagement Commission, a member of the GVCC Board of Directors, a representative from the Goleta Union School District, and the directors of two non-profit agencies operating in the community. Staff from the Neighborhood Services, General Services, and City Manager departments would also participate. As necessary, the working group could gather input from additional stakeholders such as: the GVCC Board of Directors, current GCC users and tenants, sports groups, recreation program providers, arts organizations, private organizations needing to use space, Old Town residents, youth organizations, and local non-profits.

Staff anticipates that the Strategic Planning process will involve establishing a vision for the Community Center, an appropriate mission statement, strategic long-term goals, and specific objectives to be implemented over a 3- to 5-year horizon. The Strategic Plan might serve as a basis for the City to continue to manage the GCC. It might also form the basis for the City to request proposals from non-profit operators about how they would operate the facility consistent with the vision, mission, and goals of the plan, should the City wish to explore an independent community center operator in the future.

Staff proposes to set aside \$100,000 for the Strategic Planning Effort. The amount actually expended will depend on the level of additional community input the Working Group wishes to collect. If the full allocated amount is not used for the Strategic Planning process, it could be used for some of the Strategic Plan implementation costs.

TIMELINE

The timeline for completing the assumption of GCC management, construction of the seismic and ADA capital improvement projects, and the GCC Strategic Planning Process will be affected by numerous outside factors including, but not limited to, the availability and requirements of capital project funding, and the final scope and staging of the capital improvement projects. A tentative timeline for the City management of the GCC is provided in Table 4 below:

Table 4: Tentative Timeline for City Management of GCC

	City Management	Construction	Strategic Planning
Feb – June 2022	Hire staff, negotiate leases, approve budget & other transition activity	Funding approved, final plans, project put out to bid	Strategic Plan RFP issued; consultant is selected
July- Dec 2022	Begin management of GCC	Bids received and evaluated; contractor selected	Strategic Planning Process underway
Jan -June 2023	Stage operations in concert with construction	Construction begins (Spring)	Draft Strategic Plan to Council for approval
June- Dec 2023	Stage operations in concert with construction, begin to implement Strategic Plan	Construction completed	Issue RFP for new GCC management (if desired)
Jan -June 2024	Implement Strategic Plan (possibly under new management)	Building fully reopened	Ad Hoc Committee /Working Group continues to advise on Strategic Plan Implementation

GOLETA STRATEGIC PLAN:

The actions recommended in this report are related to the following goals and objectives from the City of Goleta’s 2021-2023 Strategic Plan.

Strategic Goal: Strengthen Citywide infrastructure including roads and traffic circulation, including bicycle lanes, paths, and sidewalks

- Objective: Complete design and seek funding for Goleta Community Center seismic upgrades and ADA improvements.

Strategic Goal: Support the continued vigor and vitality in Old Town.

- Objective: Investigate future management options for the Goleta Community Center and secure a long-term agreement for management of the facility and operations.

FISCAL IMPACTS:

Staff estimates that, under City Management, Community Center revenues would be approximately \$383,880 and expenditures would be \$598,381, resulting in a General Fund subsidy of approximately \$254,500 in Fiscal Year 2022-23. The cost could be affected by temporarily reduced user fee revenue during the active seismic and ADA improvement projects construction (up to -\$75,000, or more if tenants in other buildings are affected), and permanently increased user fee revenue (+\$75,000) once the Auditorium and Dining Hall are back in use.

There would also be one-time costs, which could be significant depending on the GVCC's willingness to allow the Community Center to continue to use furnishings and equipment that it owns for Community Center operations and the need for a City vehicle dedicated to the Community Center. Total one-time costs are estimates at approximately \$63,140 and are further detailed in Attachment 5. .

The cost for the development (and possibly partial implementation) of the Strategic Plan for the Community Center would be \$100,000. Council might also wish to increase City programming at the Community Center as a result of the Strategic Plan, which would be at an additional ongoing cost. An additional appropriation of \$100,000 is needed for professional services in the City Manager's budget to cover the initial cost. Staff recommends appropriating the \$100,000 from the General Fund unassigned fund balance, which has a current estimated balance of approximately \$11.4 million.

ALTERNATIVES:

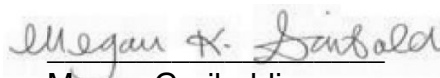
Council could decline to assume management of the Community Center and instead ask staff to negotiate a continued lease with the Goleta Valley Community Center and allow the GCC to continue to be managed by that organization. Council could also decline to set aside funding for the Strategic Planning Process, instead managing the process internally, but staff are already over-subscribed and so the timeline for this could be extended significantly.


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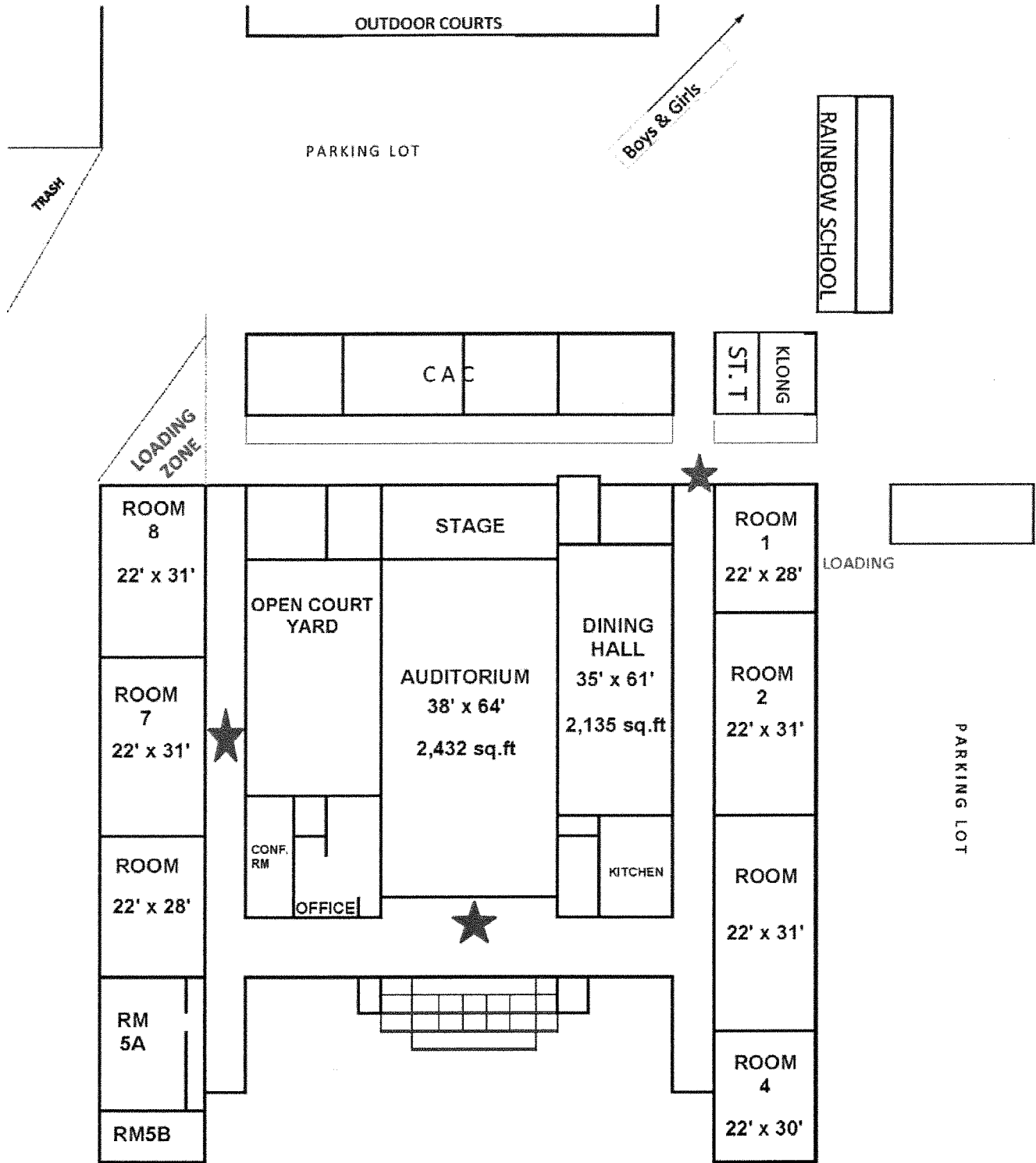
ATTACHMENTS:

1. Facility Map
2. Fee Schedule
3. Staffing Model
4. Draft Budget
5. List of One-time Start-up Costs
6. Staff Presentation

ATTACHMENT 1:

Facility Map

Attachment 1 - Goleta Community Center Site Map



Attachment 2

Fee Schedule

Room Rental Fees						
Rooms	Meeting/Class Per Hour			Dining Per hour		
	Commercial	Non-Profit	Chairs & Tables Set up Fee	Commercial	Non-Profit	Chairs & Tables Set up Fee
Classroom	\$40.00	\$20.00	\$10.00	\$50.00	\$25.00	\$25.00
Dining Hall	\$150.00	\$75.00	\$50.00	\$175.00	\$87.00	\$75.00
Auditorium	\$200.00	\$100.00	\$75.00	\$250.00	\$125.00	\$100.00
Courtyard	\$150.00	\$75.00	\$25.00	\$175.00	\$87.00	\$ 50.00
Gazebo	\$50.00	\$50.00	\$25.00	\$ -	\$ -	\$ -

Saturday and Premium Days Party Package	Rates
Full Day Rate Package	\$1,915.00
Full Day Rate Package with Beer & Wine Service	\$2,195.00
Application Processing Fee	\$10.00
Refundable Deposit	\$ 800.00
After Hours Late Fee	\$50/hour or any portion of an hour

Senior Center	Rate
Annual Membership	\$ 25.00

Pickleball Fees	Rates
Annual Membership	\$60.00
Drop-in Fee	\$2/per player

Field Fees	Rates
Mon – Fri	\$30/Hr
Sat – Sun	\$40/Hr
Deposit	\$75

Party or Dining Event Rental Rates (Mon-Fri, Sun)	Rates	
	Auditorium/Courtyard	Dining Hall
Full Day Rate (Max 8 hours)	\$1,400.00	\$760.00
Beer & Wine Hourly Service Add-on Fee	\$35/Hour	
Kitchen Rental Flat Fee	\$150.00	
Table, Chairs & Set up Fee	\$100.00	
Application Processing Fee	\$10.00	
Refundable Deposit	\$800.00	\$300.00
After Hours Late Fee	\$200/hour or any portion of an hour	

Equipment Rentals				
	Part	Total Available	Cost	Notes
Tables & Chairs	Chairs	500	\$ -	
	Tables - Rectangular (8'x30")	50	\$ -	
	Tables - Round (5' Diameter)	24	\$ -	
	Tables - Half (8'x20")	10	\$ -	
Catering	Barbecue (Wood Burning)	1	\$25.00	
	Coffee Pot	6	\$5.00	50 or more cup capacity
	Coffee Service		\$1.00	Per person, (\$20 minimum)
Audio Visual	Audio Video Cart	2	\$ -	
	Internet - Wireless		\$10.00	Per Connection (See Disclaimer)
	PA System	1	\$25.00	Mixer, 2 speakers, up to 4 mics
	Podium	1	\$ -	
	Podium - Sound	2	\$10.00	
	Projector - Digital	1	\$25.00	Laptop Capable
	Projector - Overhead	2	\$5.00	
	Screen - Large	1	\$5.00	
	Screen - Medium	2	\$5.00	
TV/DVD/VCR	3	\$10.00		
Miscellaneous	Cable Covers	4	\$ -	
	Chalk Board (Portable)	1	\$ -	
	Easel	2	\$ -	
	Extension Cords	2	\$ -	
	Risers/Platforms	6	\$ -	Covered in burgundy carpeting
	Spotlight	1	\$10.00	Auditorium only, Self-operated
	Whiteboard (Portable)	2	\$ -	

ATTACHMENT 3:

Staffing Model

Draft Community Center Staffing Plan

This staffing plan assumes the City provides no programming at the Community Center. There would be additional costs if the City wished to plan programs or events at the Center.

	Range	Hours/week	Hourly Pay	Annual w/Benefits	
Recreation Supervisor (new range 109)	109	40	\$43.15	\$ 120,591.99	
Admin Assistant (Range 105)	105	40	\$31.72	\$ 93,212.44	
Maintenance Worker I (Range 101)	101	40	\$26.17	\$ 79,917.91	
Custodian/Building Attendant (Hourly)	N/A	50	\$15.00	\$ 41,983.50	
Special Project Assoc (LT Hrly to 6/2023)	N/A	10	\$25.00	\$ 13,994.50	
Parks and Recreation Manager (5-10 hrs)*	114	5-10	\$6.17	\$ 14,779.69	Differential cost only
Sum Staffing Cost				\$ 364,480.03	

**The Parks and Recreation Manager is an existing budgeted position. Cost is based on assumed adjustment to account for additional duties. Actual adjustment will be based on a future classification study.*

ATTACHMENT 4:

Draft Budget

Account & Description	2022-2023 City Budget	Notes
REVENUE		
43102 (new) Community Center Reservations	\$ 75,000	Rentals, any income except lease (normal year \$150K)
43103(new) Equipment Rentals	\$ 8,000	Equipment, extra custodial fees not in room fee?
New object for service income?	\$ 2,400	Ad hoc additional security reimbursement
43100 - Property Rental	\$ 249,180	Long-term Leases
46003 - Donations	\$ -	
46000 - Miscellaneous Revenue	\$ 300	
New object? Lessee utility reimbursements	\$ 9,000	Leases Edison recover charges (need formula)
TOTAL REVENUE	\$ 343,880	

EXPENDITURES

50001 - Salary & Wages - Regular & Part Time	\$ 222,997	
50002 - Salary & Wages- Temporary	\$ 52,000	
50100 - Medicare & Social Security	\$ 7,211	
51021 - Worker's Compensation		
50102 - Health Plan Allowance	\$ 46,620	
50106 - Life Insurance	\$ 463	
50107 - Long Term Disability	\$ 59	
50101 - Retirement Contributions	\$ 30,060	
51001 - Conference, Meetings And Travel	\$ 1,600	
51003 - Memberships & Dues	\$ 300	
51004 - Training	\$ 1,000	
Salaries & Benefits	\$ 362,310	
51030 - Office Supplies	\$ 2,500	
51011 - Postage	\$ 300	
51042 - Leases/Rental-Equipment	\$ 2,000	
51069 - Maintenance-Office Equipment	\$ 800	
57020 - Computer Hardware & Peripherals	\$ 2,500	
51068 - Maintenance-Software License & Subscriptions	\$ 720	hosting/maintenance- Appropriate City Account?
51035 - Books & Subscriptions	\$ 400	

51031 - Special Department Supplies	\$	5,000	credit card charges, etc
51032 - Minor Equipment (under 5K)	\$	3,500	Unrestricted furnishing expense
51070 - Maintenance-Other Equipment	\$	12,000	
51064 - Maintenance-Facilities	\$	26,100	Added "unrestricted" maintenance fees \$8600
51050 - Utilities - Telephone	\$	5,400	
51051 - Utilities - Gas	\$	4,500	
51052 - Utilities - Electric	\$	22,000	
51053 - Utilities - Water & Sewer	\$	16,200	
51020 - Insurance	\$	18,000	
51012 - Advertising	\$	3,000	
51200 - Professional Services	\$	2,000	
54000 - Bank Fees	\$	3,400	
54003 - Permits & Fees	\$	1,200	
54010- Administrative Charges	\$	103,851	Overhead at 21%
54014 - Other Charges	\$	700	
Supplies & Services	\$	236,071	

TOTAL EXPENDITURES \$ 598,381

SUMMARY TOTALS

Total Income	\$	343,880
Total Expenditures	\$	598,381
Total Net Income	\$	(254,501)

ATTACHMENT 5:

List of One-time Start-up Costs

Attachment 5: One-Time Costs

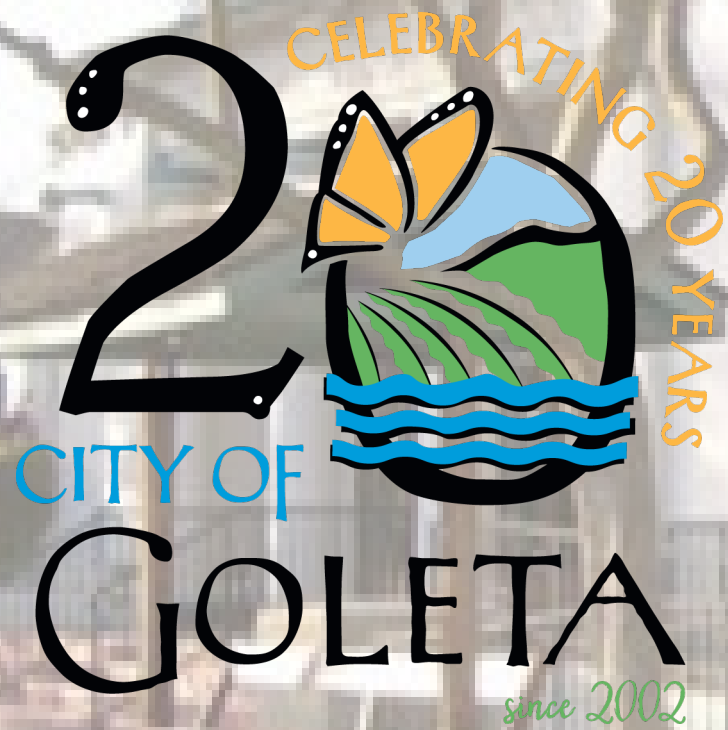
Definitely Need:	Est Cost (new)
<hr/>	
IT Hardware (x3)	
Laptop and Docking Station	\$5,400.00
Dual Monitors	\$1,800.00
	<hr/>
	\$7,200.00
Office Furniture (x3)	
Standing Desk	\$3,000.00
Chair	\$2,100.00
	<hr/>
	\$5,100.00
Phone headset (x3)	
Phone	\$330.00
Headset	\$300.00
	<hr/>
	\$630.00
Uniforms (x4)	
Saftey Vests	\$87.04
Hard Hats	\$124.08
	<hr/>
	\$211.12
Subtotal	\$13,141.12
Probable Need:	Est Cost (new)
<hr/>	
City vehicle (2WD Reg Cab Work Truck)	\$50,000.00
TOTAL	\$63,141.12
<hr/> <hr/>	

Probable Need (Not costed- Potential GVCC donation?)

Conference Room Table and Chairs
 Art
 Lounge furninshings for hall
 Table and Chairs in classrooms
 (Eventual: Table and Chairs for Dining Hall and Auditorium)
 Storage carts for tables and chairs
 Rentable equipment (e.g. podium, projector, screen)
 Misc equipment (extension cords)
 Promotion and recreation supplies
 Maintenance Equipment (ladder, tools, custodial)

ATTACHMENT 6:

Staff Presentation



Management Plan for the Goleta Community Center

*Special City Council Meeting
February 24, 2022*

Overview

- Background
 - History (Short Version)
 - Workshop on 8/31/21
 - Ad Hoc Recommendation Factors
 - Direction from Council
- Management Plan
- Strategic Plan
- Next steps



History

- Main building constructed 1927. South building (CommUnify, etc.) in 1949-50 and west building (Rainbow School) in 1959
- Former Goleta Union School (closed 1976 due to seismic needs), leased to County in 1977
- City assumed lease in 2002, and purchased in 2013
- Since 1984, sublet to the Goleta Valley Community Center (GVCC) organization for a Community Center (\$1 per year rent)
- GVCC organization rents out spaces and retains proceeds for operations
 - long-term subleases
 - short-term event, meeting, class rentals
 - pickleball courts and sports field



August Workshop

August 31, 2021 Workshop Topics:



2020 Community Outreach Results & Recommendations



Status of the GCC Facility & Planned Seismic and ADA Construction Projects



Ad Hoc Committee Recommendation for Direct City Management of GCC upon Lease Expiration



Ad Hoc Committee's Recommendation

Longstanding Council interest in new operational objectives and alternative management structures

Forced closure of the Auditorium and Dining Room pending seismic upgrades

Upcoming seismic and ADA projects will require staging to minimize disruption to lessees and operations

Ad Hoc Committee's Recommendation

Areas for improvement identified by GCC Community Outreach Process conducted by Antenore & Assoc. (A&A)

A&A Recommendation to Develop a Strategic Plan

- May be incorporated into RFP for new operator

Potential to align GCC needs with City resources/opportunities

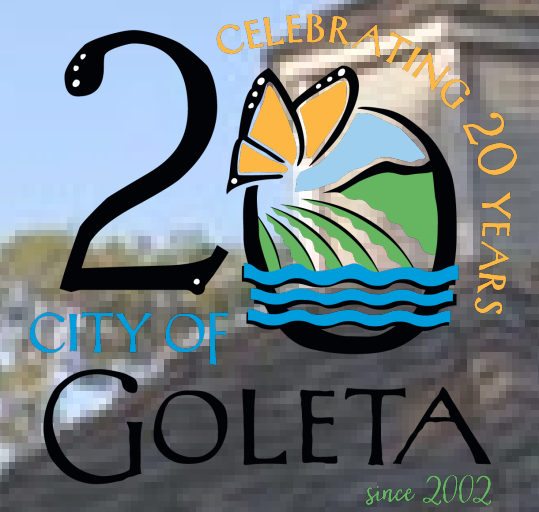
- Communications and outreach program
- Online reservation system
- Foundation for donations
- Library programs

Council Direction from August 31, 2021

A. Begin planning for the assumption of interim direct management of the GCC upon the expiration of GVCC's lease on June 30, 2022;

B. Return to Council with a plan and timeline to assume management of the facility; and

C. Return to Council to discuss a process to develop and adopt a Strategic Plan for the Goleta Community Center.



Management Plan

Management of the Community Center

- Management Plan: What will it take for the City of Goleta to manage the Community Center effective 7/1/2022?
- Realistic view of operating deficit



Revenue
\$343,880



3 long term
tenancies



User fees



Expenses
\$598,381



Approx. 190
Staff
Hrs/week



City Admin
"Fee" \$103K

Management Plan Assumptions

Operations Management

- Facility operations overseen by Parks and Recreation Manager – New
- Property management/maintenance overseen by General Services (formerly PW) – Will now include lease negotiation

Status Quo Operations

- Continue fee-for-space model (rooms, field, courts)
- Status quo fee structure (pickleball under review) and rents
- No direct programming (assume GVCC manages Senior Center)

Seismic and ADA Upgrades

- Will require close coordination with Public Works staff to continue operations
- Staging to minimize disruptions
- Will impact revenues in the short-term

Management Plan Assumptions

Staffing

- Model based on GVCC staffing
- City will interview and extend job offers to qualified GVCC staff
- Wages and benefits will be consistent with City's class and comp structure

Strategic Plan

- Planning process will inform future management decisions
- Strategic Plan may lead to additional costs

Donations

- No grant or donations to support operations

GVCC Continuing Role

- Continue to play some role at the GCC
- Continue to manage Senior Center Program
- Allow City use of existing tables, chairs, art, etc.

Anticipated Revenues

Account & Description	2022-2023 City Budget
REVENUE	
Community Center Reservations (User Fees)	\$75,000
Equipment Rentals	\$8,000
Service Income (Charge for Additional Security, etc.)	\$2,400
Property Rental (Long Term Leases)	\$249,180
Donations	\$-
Miscellaneous Revenue	\$300
Lessee utility reimbursements	\$9,000
TOTAL REVENUE	\$343,880

Anticipated Revenues

User Fees

- Short term rentals and other use income
- Auditorium, Dining Hall, 8 classrooms, field and courts
- Anticipated **\$75,000** 2022-23 annual revenue due to seismic upgrade closures (normally \$150,000)
- Assumes a return to pre-COVID operations

Long Term Leases

- 3 Long-term subleases
 - Communify
 - Kevin Long (Personal Training)
 - Rainbow School
- **\$233,640** total annual revenue

Expenditures

Expenditures Summary	FY 2022-23
Salaries & Benefits Subtotal	\$ 362,310
Supplies & Services Subtotal	\$ 236,071
TOTAL	\$ 598,381

Salaries & Benefits	FY 2022-23
Salary & Wages – Regular & Part Time	\$ 222,997
Salary & Wages – Temporary	\$ 52,000
Medicare & Social Security	\$ 7,211
Worker's Compensation	\$ -
Health Plan Allowance	\$ 46,620
Life Insurance	\$ 463
Long Term Disability	\$ 59
Retirement Contributions	\$ 30,060
Conference, Meetings And Travel	\$ 1,600
Memberships & Dues	\$ 300
Training	\$ 1,000
Subtotal	\$ 362,310

Supplies & Services	FY 2022-23
Office Supplies	\$ 2,500
Postage	\$ 300
Leases/Rental – Equipment	\$ 2,000
Maintenance – office Equipment	\$ 800
Computer Hardware & Peripherals	\$ 2,500
Maintenance – Software License & Subscriptions	\$ 720
Books & Subscriptions	\$ 400
Special Department Supplies	\$ 5,000
Minor Equipment (under 5K)	\$ 3,500
Maintenance – Other Equipment	\$ 12,000
Maintenance – Facilities	\$ 26,100
Utilities – Telephone	\$ 5,400
Utilities – Gas	\$ 4,500
Utilities – Electric	\$ 22,000
Utilities – Water & Sewer	\$ 16,200
Insurance	\$ 18,000
Advertising	\$ 3,000
Professional Services	\$ 2,000
Bank Fees	\$ 3,400
Permits & Fees	\$ 1,200
Administrative Charges	\$ 103,851
Other Charges	\$ 700
Subtotal	\$ 236,071

Expenditures

Position	Hrs/Wk (Cat.)	Annual Cost (Loaded)
Recreation Supervisor	40 (Reg)	\$120,592
Administrative Assistant	40 (Reg)	\$93,212
Maintenance Worker I	40 (Reg)	\$79,918
Custodial	50 (Hourly @ ~15/wk)	\$41,984
Parks & Rec Manager	Differential (Reg)	\$14,780
Limited Term Advisor	10 (Hourly) for up to one year	\$13,994
Misc. Expenses	Training, subscriptions, mtgs	\$2,900
TOTAL ANNUAL		\$364,310

Expenditures

- Will provide direct benefit to GCC operations
- Finance, Human Resources, Community Relations, Legal, Governance, etc.
- Hidden costs of the draw on administrative resources otherwise dedicated to other City operations.
- May or may not lead to an actual increased City cost
- More difficult to absorb in oversubscribed departments

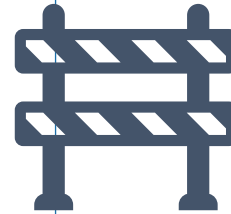
One-time Expenditures

One-Time Costs	Est Cost (New)
Definite Need:	
IT Hardware (x3)	\$7,200.00
Office Furniture (x3)	\$5,100.00
Phone headset (x3)	\$630.00
Uniforms (x4)	\$211.12
Subtotal	\$13,141.12
Probable Need:	
City vehicle (2WD Reg Cab Work Truck)	\$50,000.00
TOTAL	\$63,141.12

Management Plan Takeaways



It will cost the City more to operate the GCC

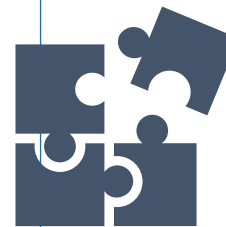


Revenues will be impacted by closure of the auditorium and dining hall and possibly by construction activity



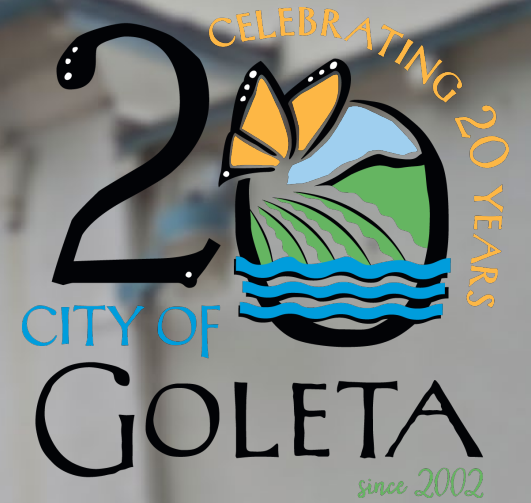
FY 22-23 General Fund support the GCC of \$254,500

- Includes \$103K Admin “Fee”
- When auditorium and dining hall open, reduced to \$179,000 per year



Strategic Plan will help determine:

- Role of the GCC in the community
- Whether management should continue to be City or new private operator



Strategic Plan

Build on the A&A 2020 Outreach Process

- Methods

- Online community survey with approximately 300 responses
- 6 in-person focus group meetings with key stakeholders

- Findings

- On Aug 31, 2020 A&A presented findings and identified 8 key focus areas

- Outcome

- Staff proposes to form Strategic Plan Working Group to participate in strategic planning process

1. Seismic & Structural Needs

2. Facilities Improvements

3. Overall Maintenance

4. The Role of the Center in & for the Community

5. Business Practices, Access & Usage of the Center

6. Center Programming & Events

7. Communication & Outreach

8. Strategic Plan for the Goleta Community Center

Strategic Planning

Strategic Plan Working Group

Consultant, Ad Hoc Committee, Staff, 1 PRC member, 1 PEC member, 1 GVCC Board Member, 2 Non-profit Directors

Gather Input

Input from additional stakeholders: Tenants, neighbors, GVCC Board, other non-profits, sports groups, private users, etc.

Financial Resources

\$100K to support process and implementation

To Develop:

- Vision
- Mission
- Values
- Strategic Goals
- Specific Objectives/Actions (SMART)

Timeline

	City Management	Construction	Strategic Planning
Feb – June 2022	Hire staff, negotiate leases, approve budget & other transition activity	Funding approved, final plans, project put out to bid	Ad Hoc issues and evaluates Strategic Plan RFP, selects consultant
July- Dec 2022	Begin management of GCC	Bids received and evaluated, contractor selected	Strategic Planning Process underway
Jan -June 2023	Stage operations in concert with construction	Construction begins (Spring)	Draft Strategic Plan to Council for approval
June- Dec 2023	Stage operations in concert with construction, begin to implement Strategic Plan	Construction completed	Issue RFP for new GCC management (if desired)
Jan -June 2024	Implement Strategic Plan (possibly under new management)	Building fully reopened	Ad Hoc Committee continues to advise on Strategic Plan Implementation

Next Steps

Return to Council 3/15/22 with consent items related to transition

Notify GVCC and seek input about their continued role

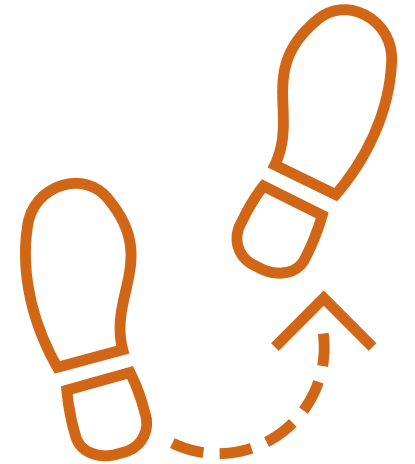
Negotiate new lease agreements with tenants

Meet with Community Center users to discuss transition

GVCC staff transition interviews and offers

Finalize GCC budget as part of normal budget process

Ad Hoc Committee meeting(s) to discuss and issue Strategic Plan RFP





Questions or Comments?