



Agenda Item A.1
DISCUSSION/ACTION ITEM
Meeting Date: August 31, 2021

TO: Mayor and Councilmembers

FROM: Kristine Schmidt, Assistant City Manager

SUBJECT: Goleta Community Center Community Outreach Process

RECOMMENDATION:

Receive a report regarding a community outreach process conducted by Antenore & Associates with regard to the Goleta Community Center.

BACKGROUND:

The City of Goleta's Community Center (Center)¹ property is located at 5679 Hollister Avenue and was formerly the Goleta Union School, which was constructed in 1927. The school was closed in 1976 because it did not meet school seismic standards for schools. In 1977 the property was leased, with an option to purchase, to the County of Santa Barbara to operate a community center. In 1984, the County sublet the property to the Goleta Valley Community Center (GVCC), a California non-profit corporation, for purposes of a community center. Upon incorporation in 2002, the City of Goleta assumed the existing lease from the County, subject to the continuing sublease of the GVCC organization. Since incorporation in 2002, the City has been the GVCC organization's landlord. The City exercised the purchase option in 2013 and acquired the property from Goleta Union School District.

The GVCC organization continues to lease the property from the City at no cost (an initial rental cost of \$3,000 was waived by both the County and the City for years, and eventually eliminated). The GVCC organization then rents out the rooms through both long-term subleases, mostly to non-profit entities, and through short-term event rentals to non-profit organizations, for-profit entities, and individuals. The GVCC organization keeps all the sublease and rental income to support its operations and its minimal facility maintenance commitment under the lease. When the County owned the property, the GVCC organization was responsible for all property upkeep, but the City agreed to limit their responsibility to \$5,000 per year. The GVCC organization does not provide direct

¹ Although the property is frequently referred to as the Goleta Valley Community Center, for the sake of clarity, the facility or property is referred to as the Community Center or Center to distinguish it from the non-profit lessee who manages the facility, the Goleta Valley Community Center. The non-profit entity will be referred to as the "GVCC organization" for clarity.

programming at the Community Center, except for its Senior Program, which receives separate annual financial support from the City through the Support to Other Agencies grant program. The City's involvement in this operating model is largely "hands off", except for its property owner and facility maintenance roles, though a Councilmember (currently Mayor Pro Tempore Kyriaco) does serve as a non-voting member of the GVCC organization's Board of Directors², and staff have been invited to attend their Board of Directors meetings to observe and occasionally provide input. The GVCC organization's lease expires on June 30, 2022.

Since acquiring the property, the Council has considered the future of the Community Center several times. It has long been acknowledged that there is a need to make significant repairs to the property, including seismic upgrades, Americans with Disabilities Act (ADA) upgrades, parking lot pavement replacement, and a general remodel. Council has also expressed interest in ensuring that the programs and services offered at the Community Center match the needs of the Goleta community. Finally, Council has expressed a desire to ensure best practices in the management of the facility, including considering alternatives to the GVCC organization's management (such as direct City management of the Community Center, or opening a competitive process to consider other qualified managers) based on "past experiences with the GVCC [organization] regarding fiscal viability of the organization to operate the services at the community center, quality of services provided, and concerns with maintenance upkeep" (Staff Report, December 18, 2018). What follows is a history of Council actions on this topic.

On January 16, 2014, Council directed staff to determine the feasibility of constructing a civic center at the Community Center site. On March 17, 2015, City Council expressed concern about the management of the facility and requested an analysis to determine if the City could operate and maintain the Community Center, having direct oversight of its programming and finances. On May 19, 2015, the City Council received a presentation on the findings of the Civic Center Feasibility Study which included developing a City Hall adjacent to the Center site, among other things. The Council asked for additional information and agreed to fund a Phase 2 study to include the adjacent Goleta Unified School District (GUSD) bus and maintenance yard property as part of the analysis. The City Council received a report on July 19, 2015, and decided not to move forward with any project at the Center, based on the cost estimates for the project.

This study was then followed by the Operational Analysis of the Goleta Valley Community Center, presented on August 18, 2015, to help Council better understand how the Center was operating, as well as GVCC organization's financial and programming goals for the future. The City Council requested a financial audit be completed for FY 2014-15, which was presented on October 20, 2015, by MacFarlane, Faletti & Co., LLP. Based on the GVCC organization's reported response to the audit results, any areas of concern that were found in the audit were resolved by the GVCC organization. A Five-Year Plan was also prepared and presented by GVCC organization's staff.

² The Councilmember Board of Directors appointment was switched to non-voting status in 2020.

On April 18, 2016, staff brought the Community Center Facility Needs and Management Options back to the Council. This report included information and analysis of:

1. Construction requirements and costs for needed improvement, repairs and maintenance³;
2. Future programming options and community benefits for the property; and
3. Potential future management structures for the property (including direct City management, a competitive process to select another non-profit manager, or continuing with the GVCC organization management).

Council decided it was in the best interest of the community to provide continuity and allow the GVCC organization to continue with day-to-day management of the property for the time being. Council directed staff to prepare a management agreement and lease for an interim period to allow repairs to the Community Center to be made. On August 16, 2016, the City Council authorized the City Manager to execute an Interim Lease and Management Agreement between the City of Goleta and the Goleta Valley Community Center dated August 16, 2016 ("Agreement"). The previous agreement had expired in 2014 and under this agreement the GVCC organization had been operating as a month-to-month tenant.

On May 2, 2017, the results of the several investigative studies were provided to Council, including the historic resource evaluation, hazardous materials, facility condition, and water and air quality testing. At that meeting, Council directed staff to proceed with immediate repairs at the Center at an estimated cost of \$38,000, and direct staff to include a Capital Improvement Program 5-Year Project Sheet in the FY 2017/18 & FY 2018/19 Budget for priority repairs, fire and life safety improvements, ADA updates, seismic improvements, and equipment replacement for the Center.

On December 18, 2018, Council approved a one-year extension to the Interim Management and Lease Agreement. Then in June 2019, Council approved another lease extension, to June 30, 2022. The purpose of these extensions was to allow the City time to: 1) complete the ADA and seismic updates to the property and 2) complete an updated analysis on whether management of the City's Community Center should continue to be provided by the GVCC organization, or if other alternatives, such as direct City management of the facility or opening a competitive process to consider facility management proposals from other non-profit operators, should be pursued.

The ADA and seismic improvements highlighted in the City's study have not yet been completed, and a firm date for completion of these improvements has not been set. For simplicity, the status of the facility improvements is not included in this report. A full discussion of the facility condition and planned improvements is included in the separate companion staff report to this report (See agenda item A.2 "Status of Community Center Building and Goleta Community Center Improvements Project (CIP Project #9067)").

³ In the August 2016 report to Council, staff indicated that the costs of short-term renovation to accommodate occupancy for 5 years would cost approximately \$1.8 million dollars, but that the cost of a renovation or rebuild to accommodate the facility for long-term occupancy would be an estimated \$7.5 Million to \$8.5 Million. Staff now know costs would be significantly higher.

On a separate track, staff proceeded with the desired analysis of management alternatives. One of the steps in this process is the subject of this report.

DISCUSSION:

Staff have been working with Council's Ad Hoc Goleta Valley Community Center Subcommittee (Committee), consisting previously of Mayor Perotte and Mayor Pro Tempore Richards and now Mayor Perotte and Mayor Pro Tempore Kyriaco, on consideration of management alternatives for the Community Center. One of the questions the committee is exploring is whether the community center should continue to operate primarily as a place for other non-profit programs to operate in a "space for rent" model, or whether there is interest in incorporating specific City-directed or City-provided programming based on the community's needs. The Committee recommended that the City conduct 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 & Associates (A&A) was selected to work with the City Manager's office to design, prepare and facilitate the outreach process. This included research, materials design, meeting with key stakeholders and services providers, development of a community survey tool, and coordination and facilitation of several workshops for City representatives and community members. Work was guided by the Ad Hoc Committee and executed in consultation with the City Manager's Office.

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 in February and early March of 2020, just before significant COVID-19 pandemic restrictions were established. Attendance at the stakeholder meetings varied greatly from just a few people to over 25, but it is worth noting that each of the stakeholder workshops that staff attended appeared to include at least one of the GVCC organization's Board Members.

Antenore and Associates' report is provided as Attachment 1. The report identifies eight key areas of needed focus.

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

The findings and recommendations in these areas are summarized below; however, staff encourage a full review of the report (Attachment 1) to appreciate the details of the feedback.

Seismic & Structural Needs, Facilities Improvements, Overall Maintenance

The first three areas of identified focus have to do with the structure and maintenance of the facility. The needed seismic work has not yet been completed (The status of this project is detailed in the companion staff report to this report; see agenda item A.2, "Status of Community Center Building and Goleta Community Center Improvements Project (CIP Project #9067)"). According to A&A, the project is currently a major obstacle impeding progress on other necessary improvements to the facility and bookings for events. A&A also determined that the overall feeling of the Center is that it is not well maintained, feels tired and outdated, is not accessible, and does not provide the professional infrastructure needed to charge for and hold community-friendly events and meetings. Finally, A&A reported that numerous participants brought up the negative impacts to the facilities and the Center's reputation in the community due to the lack of facility maintenance and cleanliness. These are all consistent with Council's previously expressed concerns about the state of the facility and the quality of maintenance and upkeep.

To address these issues, A&A recommends that the City prioritize seismic and ADA structural improvements, leverage already-identified grant support for the seismic design and planning, pursue and secure funding for the construction phases, and work with the Public Works Director to generate and publicize the project timelines. A&A recommends that the City also prioritize other facility improvements for immediate attention (a bathroom remodel, kitchen remodel, reliable and free internet access, internal and external lighting including windows, heating/cooling system improvements) and identify the related funding sources to address the overall sense that the facility is tired and outdated; and then professionally maintain the improvements when completed. Finally, A&A recommends that the City more broadly communicate the respective roles, responsibilities and accountabilities for maintenance and upkeep required of the City versus the GVCC organization, prioritize and systematize the work needed, and develop performance measures and accountability for successful and efficient maintenance to assure it is consistently and professionally executed.

As mentioned, the condition of the facility and the status of planned projects are the subject of a separate companion report to this report.

Operational Considerations

The rest of the findings in A&A's report deal with the overall management, operation, outreach, and offerings of the Community Center that are more relevant to the current operating model. A&A found that the community had many ideas for services, programs offered and events that could be held at the Center (for detail, see the survey responses in Section 5 of A&A's report in Attachment 1), but lacked clarity about how and who could make them happen. The community expressed a range of experiences about renting rooms and facilities at the Center; however, A&A noted that the process for renting rooms

is not clear to the community and is not implemented consistently, and that rentals seem to be inconsistently priced, challenging to secure, and do not provide essential things needed to execute events and activities. In many cases it was not clear to respondents that the rooms or athletic facilities were available for community use/rental. There is a lack of clarity about whether the Center is a “community center operated by the City of Goleta” or a facility solely with rental spaces and community meeting rooms, or a combination of both. A&A found that a lot of respondents believe the Center has a lot of potential, but many do not understand what events and programming are happening at the Center or how to access them. Finally, there were some concerns related to the facility that are primarily day-to-day operational issues, such as those related to cleaning and basic maintenance.

A&A recommends 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-profits⁴. 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 recommends 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 recommends 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.

It should be noted that, since it assumed responsibility for the property from the County of Santa Barbara in 2002, the City has largely continued the County’s historical hands-off operating model, delegating the responsibility to the GVCC organization to operate the facility for the benefit of the community. The GVCC organization has been responsible for establishing rental rates, contracting for rentals and leases, collecting fees, communicating with the public about the availability of space and/or services at the community center. The GVCC organization has also been the party responsible for visioning, budgeting, and strategic planning. The findings that these areas need attention are consistent with Council’s previous concerns about the GVCC organization’s execution of these functions. However, greater City involvement in these matters would involve a significant change in the management structure of the Community Center.

Council may wish to make decisions about the questions raised by the A&A outreach process about the City’s future role at the Community Center.

⁴ Note: The GVCC does currently offer reduced rental fees for non-profits, so this recommendation might be interpreted that improved communication about this is warranted.

FISCAL IMPACTS:

There are no new fiscal impacts related to the receipt of this report.

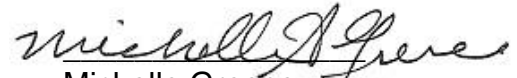
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ATTACHMENTS:

1. Antenore & Associates' Summary Report for the Goleta Community Center
2. History of Council Action on GCC Management with links

ATTACHMENT 1

Antenore & Associates' Summary Report for the Goleta Community Center



Goleta Community Center

SUMMARY REPORT FOCUS GROUPS & SURVEY

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SECTION I: CONSULTANT SUMMARY

CONSULTANT SUMMARY: THE GOLETA COMMUNITY CENTER

The City of Goleta wanted to consider how to enhance community services for all City of Goleta residents through its Goleta Community Center (Center) property at 5679 Hollister Avenue.

Antenore & Associates (A&A) worked with the City Manager's office to design, prepare and facilitate processes to explore what community members and stakeholders thought would enhance services at the GCC and determine resources needed to pursue the identified priorities. This included research, materials design, meetings and focus groups with key stakeholders and services providers (including but not limited to the Goleta Valley Community Center's Board of Directors), coordination and facilitation of a community-wide survey, and meetings with City representatives. Work was guided by an Advisory Committee consisting of Mayor Perotte, Mayor Pro Tem Richards, Michelle Greene, City Manager, Kristy Schmidt, Assistant City Manager and Kelly Hoover, Community Relations Manager.

This report contains consolidated data from both stakeholder focus groups and survey respondents.

THE GOLETA COMMUNITY CENTER: The people who are aware of the Center appreciate the historic character of the building and those who go to the Center appreciate it being there. It is thought of as having the potential to be “the heart of Old Town.”

The input provided by key stakeholders participating in focus groups and the community survey with approximately 300 responses can be summarized into the following eight areas for focus:

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

In this report:

- I. Key Findings & Recommendations based on the data obtained from focus groups and the community-wide survey
- II. Summary of Focus Group Input
- III. Overview of Community Survey Data



SECTION II:

KEY FINDINGS & RECOMMENDATIONS

THE GOLETA COMMUNITY CENTER: The people who are aware of the Center appreciate the historic character of the building and those who go to the Center appreciate it being there. It is thought of as having the potential to be “the heart of Old Town.”

1. SEISMIC & STRUCTURAL NEEDS

The seismic work, in the planning and design phase, has not yet been fully executed. It is acknowledged as essential and is currently a major obstacle impeding progress on necessary improvements to the facility.

- a. **Recommendation:** Prioritize seismic and ADA structural improvements. Include executing the seismic design and planning currently underway as funded with the FEMA grant. Continue to pursue and secure funding for the construction phases. And, work in consultation with City Public Works to generate timelines and keep the community informed, accordingly.

“Without a schedule for the seismic work, it is hard to promise anything to partners or possible renters. What do we say to someone who wants to have their quinceañera here in a year and a half?”
- Focus Group Participant

Rationale: Other work in and around the facility is not being done because there is a realistic need to wait until the seismic improvements are made.

1. There are challenges in securing rentals based on both the run-down nature of the facilities as well as the uncertainty of scheduling given the work projects planned. Without having a timeline for structural improvements, rentals are difficult to secure and execute.
2. The trust and credibility of the City will be enhanced by delivering on its responsibility to maintain a safe and clean community center and have the Center serve as a key community resource and be “the heart of Old Town Goleta.”

2. FACILITIES IMPROVEMENTS

The overall feeling of the Center is that it is not well maintained, feels tired and outdated, is not accessible, and does not provide the professional infrastructure needed to charge for and hold community-friendly events and meetings.

- b. **Recommendation:** Prioritize improvements for both immediate attention and those in the longer-term planning process (related to the structural improvements) and identify the related funding sources. Continue to pursue and maintain each while improvements are underway, and then professionally maintain the improvements when completed.

“The building is dark and dreary on the inside. The rooms are usually cold. It looks and feels like an OLD building. Please continue with improvements. Kitchen and bathrooms upgrades are most important.”
- Survey Respondent

Rationale: The following improvements would provide the community a useful resource for diverse community needs, generate additional interest and access to the community as well as generate additional rental income.

1. Bathrooms: remodel, update and make ADA accessible
2. Kitchen: remodel (e.g., ideally professional-level or commercial-grade)
3. Internet: provide reliable and free internet access
4. Lighting: both internal and external including windows
5. Heating/Cooling system

3. OVERALL MAINTENANCE

Numerous participants brought up the negative impacts to the facilities and the Center's reputation in the community due to the lack of facility maintenance and cleanliness.

- a. **Recommendation:** Clarify and more broadly communicate the respective roles, responsibilities and accountabilities of the landlord (the City), and the operator (currently the GVCC).

"Honestly, the whole place is outdated and smells inside of mildew. The whole place needs to be redone so it is welcoming from the inside and outside."
- Survey Respondent

Rationale: The run-down conditions of the facility hamper rentals and willingness to pay for usage. Without an overall facelift, rentals are not going to happen at a level to help support the building or the community. The facility is not being utilized for a variety of reasons based on a significant amount of feedback, including that it is not a comfortable place to be in or rent. It lacks the professional, clean and welcoming environment for people to want to pay to use, especially when there are other options available.

1. Prioritize and systematize the work needed.
2. Develop performance measures and accountability for the successful and efficient maintenance to assure it is consistently and professionally executed.
3. Clarify which items are the responsibility of the landlord (aka the City) and which are those of the operator (GVCC).

4. THE ROLE OF THE CENTER IN AND FOR THE COMMUNITY

There are varying views and expectations about what the Center is, and could be, as a community resource. Questions arose about the role of the Center in the Old Town area. The community had ideas for services, programs offered and events, but lacked clarity about how and who could make them happen.

- a. **Recommendation:** The City should determine how the Center will be moving forward in the community – either as a “community center”, or a facility solely with rental spaces and community meeting rooms, or a combination of both.

"What is the mission statement of the GCC? - Is this a community center or a facility? These roles need to be defined. And from there, what relationships need to be developed in order to encourage community involvement?"
- Focus Group Participant

Rationale: It is not clear to the community what the Center is/is not. Some do consider it a “community center” in a more traditional sense, while others had questions about whether it is only a place to gather and rent meeting rooms, use outdoor spaces for sports/athletics (like a park)? Expectations about what goes with each of those options need to be better communicated and understood. This will inform what this resource can be in the community and the services ultimately provided there.

1. The City should decide what it wants the Center to be and pursue and actively communicate information and updates to the community.
2. Information to be considered should be based on community needs, the Center’s mission, and available resources.

5. BUSINESS PRACTICES, ACCESS AND USAGE OF THE CENTER

The community expressed a range of experiences about renting rooms and facilities at the Center. In some cases, people were not clear if the rooms or athletic facilities were available for community use. Most respondents didn't know the Center was available for use/rental by the community.

- a. **Recommendation:** Modernize business practices to promote access and usage of the Center. These should be developed once the identities and roles of the City and the Center have been better clarified.

Rationale: The process for renting rooms is not clear to the community and is not implemented consistently. Additionally, rental fees are not clear or executed consistently.

"The Rental model is unwelcoming - This needs to change! Trying to connect to reserve rooms was difficult online. This created more work for the organizations trying to book at the GCC. Forms for Insurance, the cost was overwhelming and very off putting. If I was a new partner, this would not be welcoming"
- Focus Group Participant

1. Develop a new lease which is up-to-date and includes usage policies and rental plans.
2. Outline clearer roles and expectations of and between the renter and the Operator (currently GVCC) and landlord.
 - a. For example, there were questions about whether the fields were like a City park, and therefore available or privately rented.
 - b. Some renters stated their experiences trying to sign up to use rooms at the Center were inconsistent, confusing, complicated and not user-friendly.
 - c. Input cited lack of clarity of rental costs.
 - i. The costs were unclear when considering the need for insurance and security which added expenses for some.

- b. **Recommendation:** The City should clearly define the process for rentals' fees including a "rent subsidy for non-profits".

Rationale: The rentals seem to be inconsistently priced, challenging to secure, and do not provide essential things needed to execute events and activities.

1. Consider "best practices" by other public entities on rental policies and ease of access for better usage.
 - a. Develop a communication plan to support ease of rental and usage of the Center including clear, consistent communication about usage, and rental policies and practices.
 - b. Develop a plan and communicate support for nonprofit and public sector agencies to utilize the Center to meet needs of the community.
 - i. Example: The Luke Theater in Santa Barbara which is a partnership of a nonprofit and the Santa Barbara School District. (Their rent subsidy fund model: <https://luketheatre.org/rental-information/rental-subsidy/>)

6. CENTER PROGRAMMING & EVENTS

Community members and stakeholders would like to see additional events and programming at the Center to serve diverse community interests and needs. However, this is hampered by the fact there is a lack of clarity about whether the Center is a “community center operated by the City of Goleta” or a facility which can be rented (as outlined in number 4 above).

- a. **Recommendation:** The City should decide what its role is - and is not - as it relates to center programming and events and the resources available to augment existing gatherings.

“Goleta lacks SAFE places for our children to go... Parks we do have but really nothing else for our children/family to do. Bringing family together more. Cook offs, bake sales, family game night, dances, corky small-town events... bring our great town together more.”

- Survey Respondent

Rationale: The community indicated they would like to see more services and events at the Center, but do not know how to partner or how to request to make them happen. It was suggested in the Focus Groups that programming be identified based on community input. The community is not clear about who can nor how to make new programs happen.

7. COMMUNICATION AND OUTREACH

A lot of respondents believe the Center has a lot of potential. However, many do not understand what events and programming happen at the Center nor how to access it.

- a. **Recommendation:** Develop a plan for the Center including a communications and outreach strategy. Better communicate and engage the community in supporting and utilizing the Center.

Rationale: Many people in the area are unaware of the Center, do not know what is available there, nor that the Center is available for rent. Therefore, it is being underutilized as a resource to the community. Communication is lacking.

“I am not aware of all these programs and I’ve lived in Goleta the past 10 years. How does one become informed of programs....do you send out flyers?”

- Survey Respondent

- b. **Recommendation:** Pursue up-to-date online schedule and communications methods about what is available at the Center.

Rationale: Survey and Focus Group input included ideas for both exterior signage and approachability as well as online communications and publicity about the Center’s offerings and room availability.

1. If a nonprofit is going to rent space/ provide services there, the expectations about who communicates those services and who is served needs to be explored and defined more clearly.

- c. **Recommendation:** Create a more welcoming and clearly marked entrance including a marque with messages and highlights about available community programming and events.

Rationale: Same as above.

8. STRATEGIC PLAN & ROLE FOR THE GOLETA COMMUNITY CENTER

Much of the input obtained indicates the value in clarifying the desired role of the Center in the community, along with the respective roles of the City and the operator related to it. A strategic approach to the needed structural work along with targeted communication and outreach about the Center would support the community, along with Old Town.

- a. **Recommendation:** The City should form a small working group to do a Strategic Plan for the Center informed by the data and input obtained in this process and report. The plan would 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.

Rationale: The structural improvements of the Center must be prioritized. Given it is perceived that by addressing the structural needs, programming and rentals would then follow. The Community wanted to know what the priorities are and a timeline, therefore a plan.

1. Establish a Strategic Plan Working Group and hold expedited working sessions to generate a realistic plan of action.
 - a. Further analyze the information obtained in the survey and focus groups to generate a simple (and quick) strategic plan.
 - b. Prioritize the safety and maintenance of the facility (so it does not fall further into disrepair) and the core building upgrades already underway and required before doing any specific “cosmetic” improvements.
 - c. Utilize and complete a Center Strategic Plan to drive the priorities and roles in issuing an RFP for a building manager/operator for new lease period starting in 2021.
 - d. Engage City of Goleta staff and resources where needed.
 - i. Include City Public Works and/or Neighborhood Services Departments regarding the needed improvements (e.g. building upgrades.)
 - ii. Consider resource identification for both facilities and programming
 - e. Develop a communications and outreach plan as part of the overall planning process
2. Engage the appropriate resources to address the “doable” requests and suggestions from the community which could be accomplished right away.
3. Consider more active City of Goleta partnerships and programming at the Center. Reconfigure how the City’s programming is done with a goal to enliven the GCC. This could include partnerships with key stakeholders to implement a programming plan (e.g. special events, safety/health, community information response to Covid-19 and other emerging issues).

“The relationship of the City of Goleta and the GCC is nonexistent– lack of vision and strategy.”
- Focus Group Participant



SECTION III: SUMMARY OF FOCUS GROUP INPUT

FOCUS GROUPS

In February and March 2020 five focus groups were conducted at both the Center and Goleta City Hall. This input was pursued to amplify and more deeply consider the questions asked in the survey (see next section in this report). Input obtained was consistent with survey responses while providing an opportunity get to a clearer, more detailed understanding of the issues and information from the identified stakeholders.

CONSIDERATIONS FROM THE FOCUS GROUPS

With key stakeholders invited to participate in the focus groups their more detailed input included:

- **Facilities & Maintenance, including Seismic Retrofitting:** We were careful not to add wording to the survey around the work needed at the Center to address seismic concerns. However, in the focus groups, this naturally came up as a core issue that trickled down into other major decision-making processes. Participants, including the GVCC, expressed difficulty with booking room rentals since the schedule for facilities improvement projects is not clear. In addition, there were questions about how and when to deal with potential business disruptions due to construction activities. They had also connected the seismic construction work to be done with addressing other needs in the building, such as the bathrooms.
- **Marketing, Communications & Outreach:** A reoccurring theme of the focus groups is that some stakeholders had never been to the Center nor were aware of the programming there. This brought up a lot of ideas around how the Center could do marketing and outreach in the future from physical signage inside and outside the building to digital marketing and an online calendar.
- **Renting a Space:** The top reason the key stakeholders gave for not utilizing the Center more often was the difficulty in renting a space and the spaces themselves. Not only is renting a space difficult to do, it is time consuming (which is unwelcoming) and likely prevents more people from going to the Center with their events. There seemed to be a lack of clarity around insurance, how to add things to the calendar, why there was a charge to rent space, and what kind of groups/individuals could rent the Center. The lack of a commercial kitchen, bathrooms, and lighting were also pointed to as reasons why people would not rent a space.
- **Special Events:** In every focus group, the participants cited special events as the reason why they have been to the Center recently. The key stakeholders were excited to think of special events that were possible at the Center, however it was unclear who would be putting on these special events – GVCC? The City? Other partners?



SECTION IV: OVERVIEW OF COMMUNITY SURVEY DATA

CONSIDERATIONS FROM THE SURVEY

With an impressive 298 respondents, it is possible to better understand how the public thinks about and utilizes the Goleta Community Center. The survey sought the respondents' input and expectations about how to enhance community services and their specific suggestions and requests.

The data indicates people come to the Center for a variety of reasons, with the top choices including:

- Meetings
- Classes
- Workshops
- Special events
- Utilizing the Center for emergency preparedness or response

The survey responses tended to mirror what was said in the focus groups including these themes:

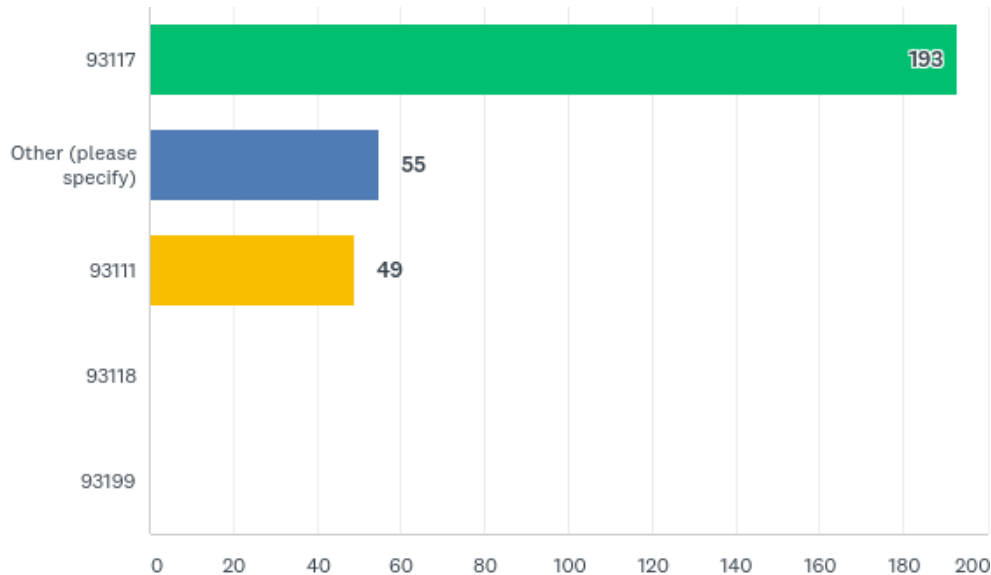
- **Improvements Needed:** When asked which items would make the most welcoming environment for people to visit, the number one response was bathroom improvements - 42.95% of respondents marking bathrooms as "most important."
 - Following bathrooms, the next three items marked as important included:
 - Different sized and affordable meeting rooms
 - Information about services and activities
 - A usable kitchen (e.g. commercial grade)
- **Center Is Being Underutilized:** Respondents would like to see more services for children, families, and seniors including adult education, and enrichment (i.e., arts/craft classes, fitness, and lectures). The following were a few reasons people did not utilize the Center.
 - Lack of communication and outreach including clarity about how and who can participate
 - Lack of awareness about the Center and its availability for rental/use
 - Lack of different sized meeting rooms available
- **Maintenance:**
 - Overall maintenance needs to be improved
 - Poor condition of the facilities
 - Poor routine maintenance (i.e., chipping paint, odors, lighting)
- **Business Practices:**
 - Confusion regarding role of the Center including rentals, access
 - Lack of information about programs and services offered at the Center
 - Lack of interest in the offerings



wing pages include a summary of the data from each of the 12 questions asked in the
ity survey.

SECTION V: COMMUNITY SURVEY DATA

QUESTION 1: To help us learn more about who filled out this survey, please provide your zip code

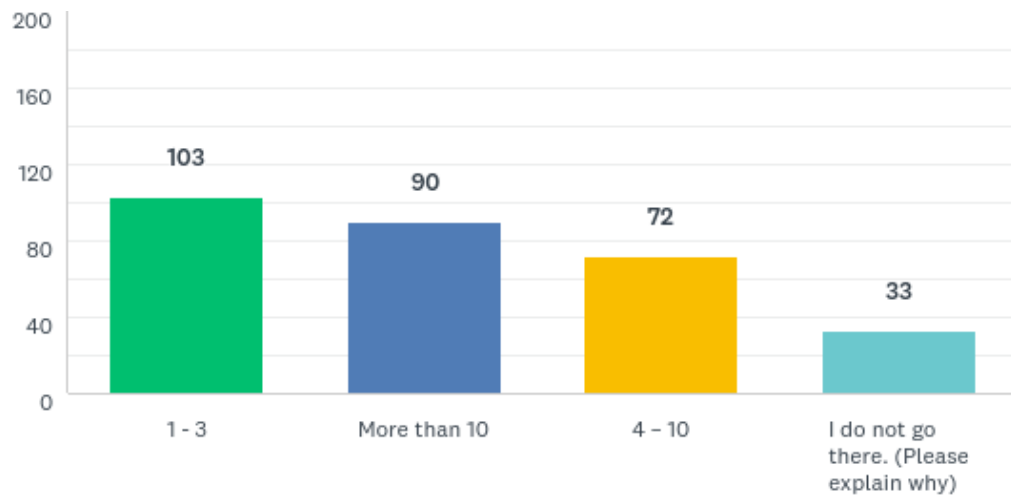


ANSWER CHOICES	RESPONSES
93117	64.98% 193
Other (please specify)	18.52% 55
93111	16.50% 49
93118	0.00% 0
93199	0.00% 0
TOTAL	297

OTHER RESPONSES:

▼ 93117	<div><div></div></div>	20%	11
▼ 93110	<div><div></div></div>	20%	11
▼ 93105	<div><div></div></div>	20%	11
▼ 93109	<div><div></div></div>	12.73%	7
▼ 93103	<div><div></div></div>	5.45%	3

QUESTION 2: How many times have you visited the Center in the last 2 years?



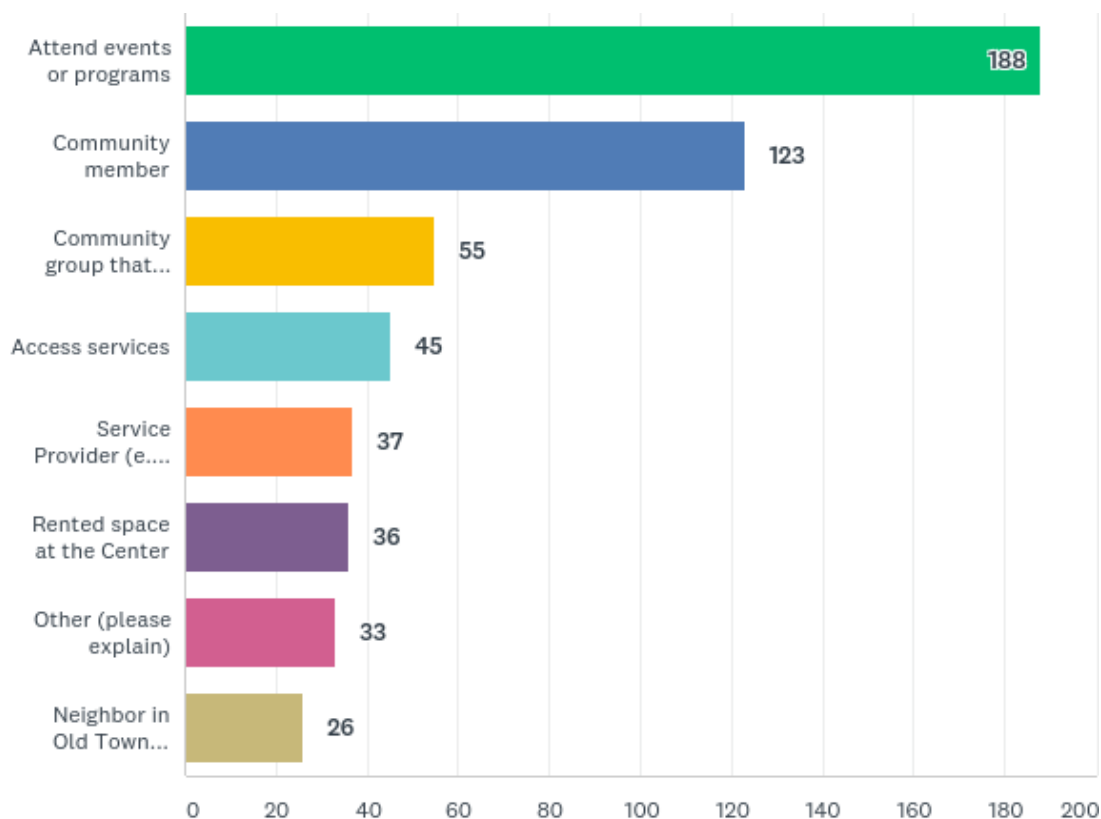
ANSWER CHOICES	RESPONSES	
1 - 3	34.56%	103
More than 10	30.20%	90
4 - 10	24.16%	72
I do not go there. (Please explain why)	11.07%	33
TOTAL		298

OTHER RESPONSES:

There were 33 write-in responses which fit into the following themes:

- There is nothing of interest to me there
- I am not aware of what the center offers
- I used to go, but have not been in the last two years

QUESTION 3: What is your relationship to the Center? Check all that apply:

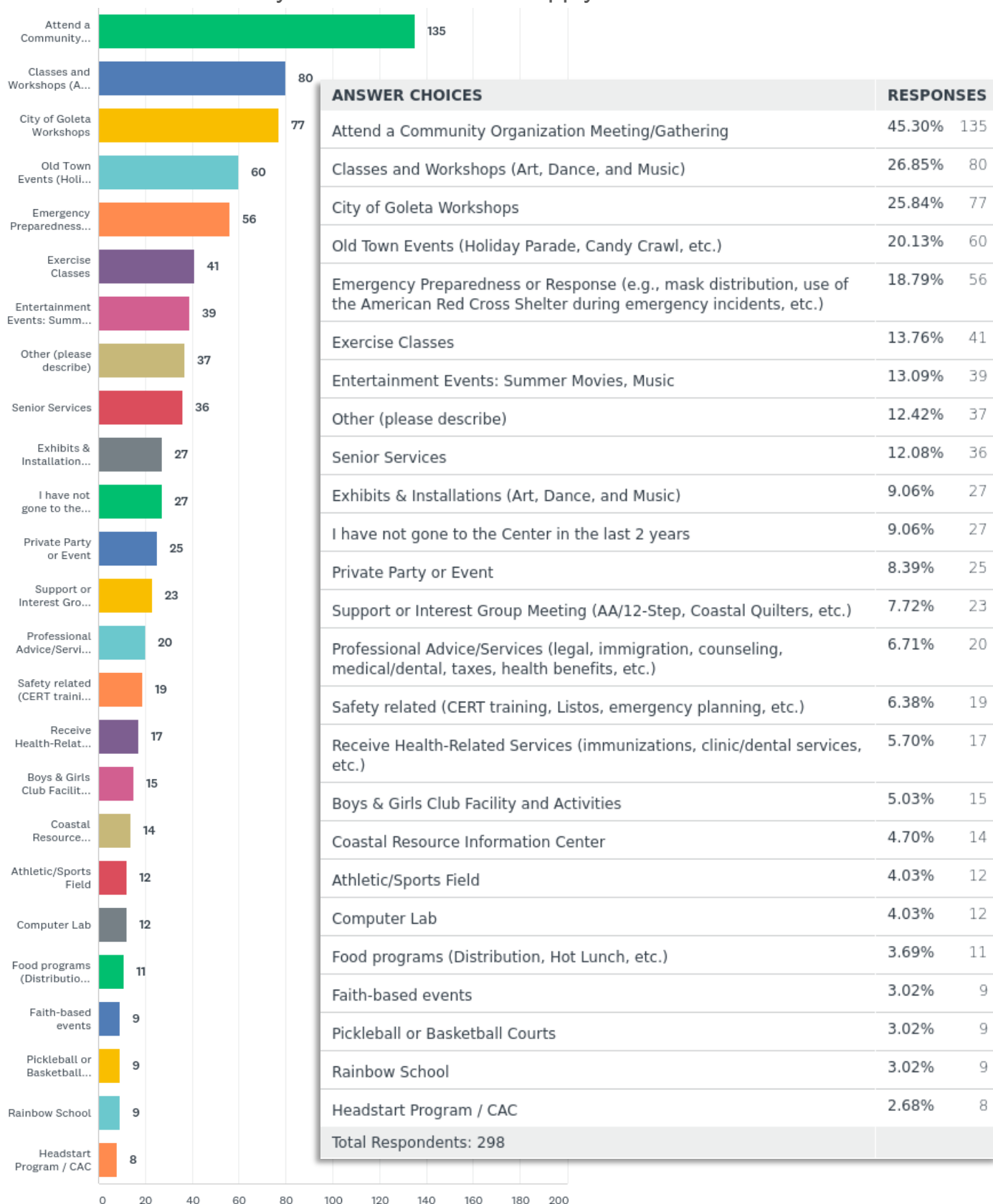


ANSWER CHOICES	RESPONSES	
Attend events or programs	64.60%	188
Community member	42.27%	123
Community group that sponsors meetings/events at the Center	18.90%	55
Access services	15.46%	45
Service Provider (e.g., Non-profit, public sector, etc.)	12.71%	37
Rented space at the Center	12.37%	36
Other (please explain)	11.34%	33
Neighbor in Old Town (includes businesses)	8.93%	26
Total Respondents: 291		

OTHER RESPONSES:

There were 33 write-in responses about things they did at the center (e.g., dance classes, buy bus passes, obtain information or emergency supplies.) A few stated they had no relation to the center.

QUESTION 4: What services and/or activities have you used at the Center in the last 2 years? Check all that apply.



QUESTION 4: What services and/or activities have you used at the Center in the last 2 years?

OTHER RESPONSES: There were 37 write-in responses about specific activities they participated in or attended, even if they fit into one of the listed categories. Write-in categories included:

- To purchase bus passes
- To attend a public/political event (i.e. State of the City)
- Didn't know these activities were offered

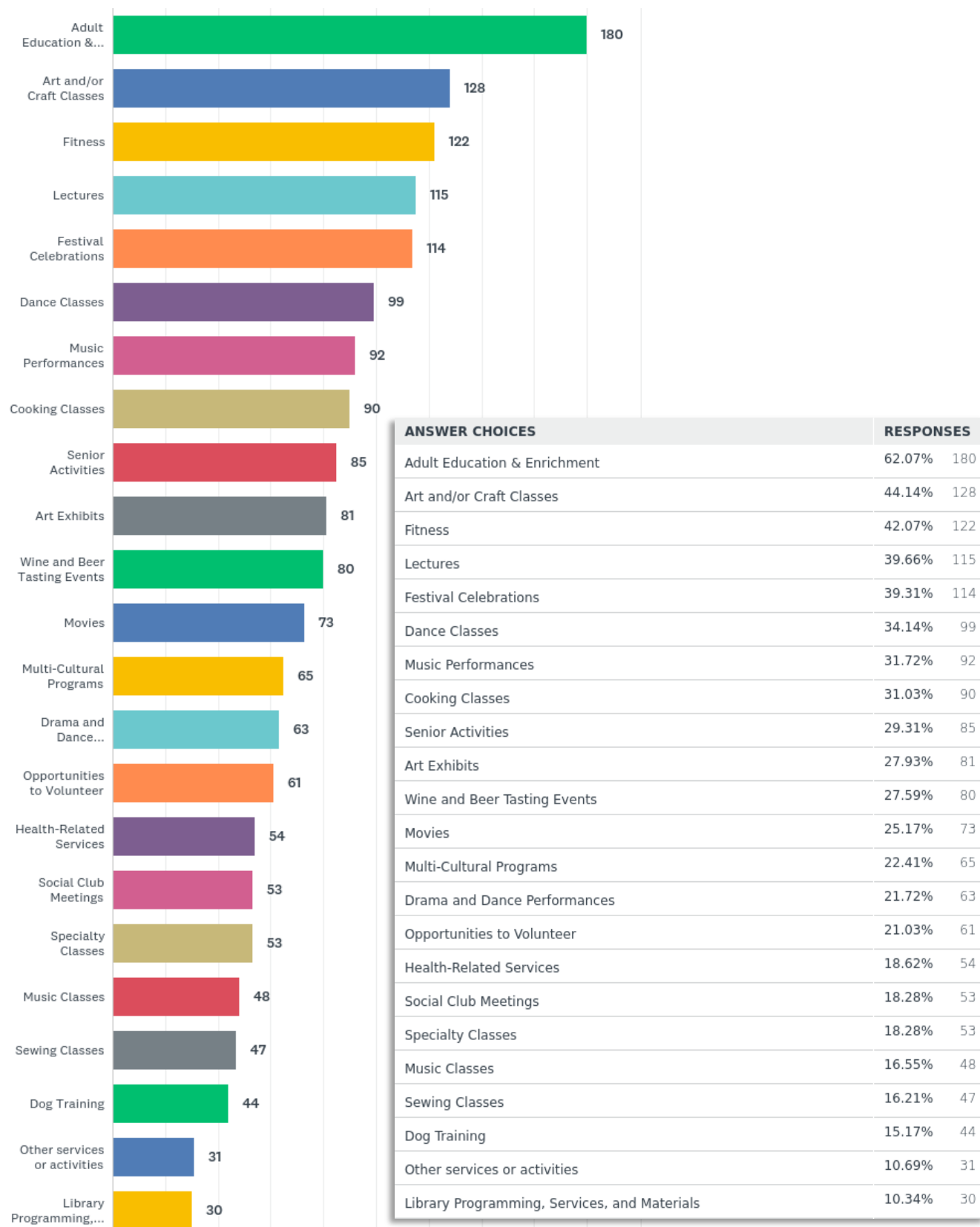
QUESTION 5: Please list the 3 services most important to you at the Center:

As an open-ended question, 226 people wrote in responses including additional comments. (Data available in full report.) Items written in more than once:

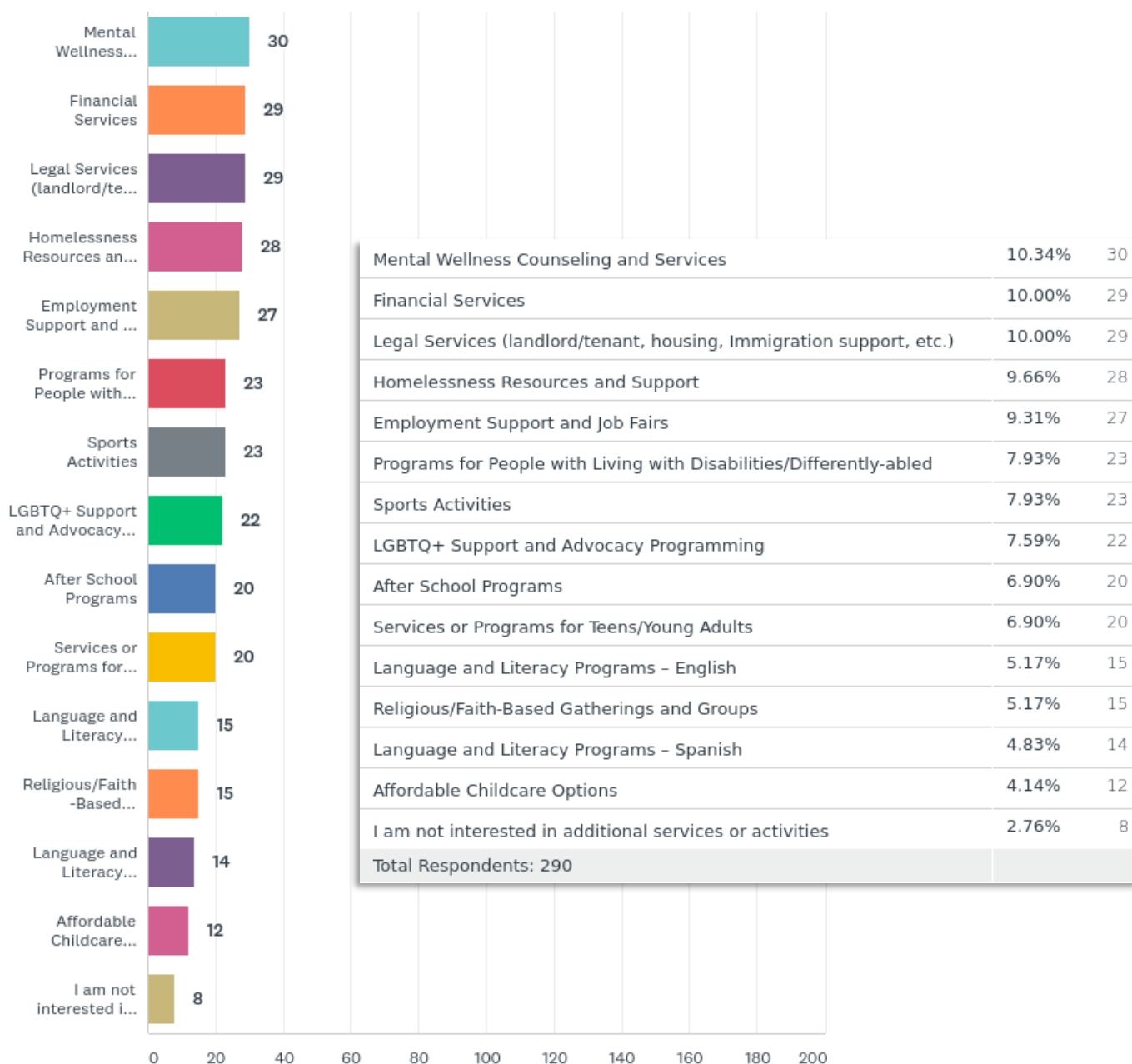
- Desired building improvements (i.e. bathrooms, acoustics, parking)
- Respondent didn't feel informed enough to have an additional comment
- Desire to keep and increase the classes available



QUESTION 6: What would make you want to go to the Center more often? (Part 1 of 2)



QUESTION 6: What would make you want to go to the Center more often? (Part 2 of 2)



OTHER RESPONSES:

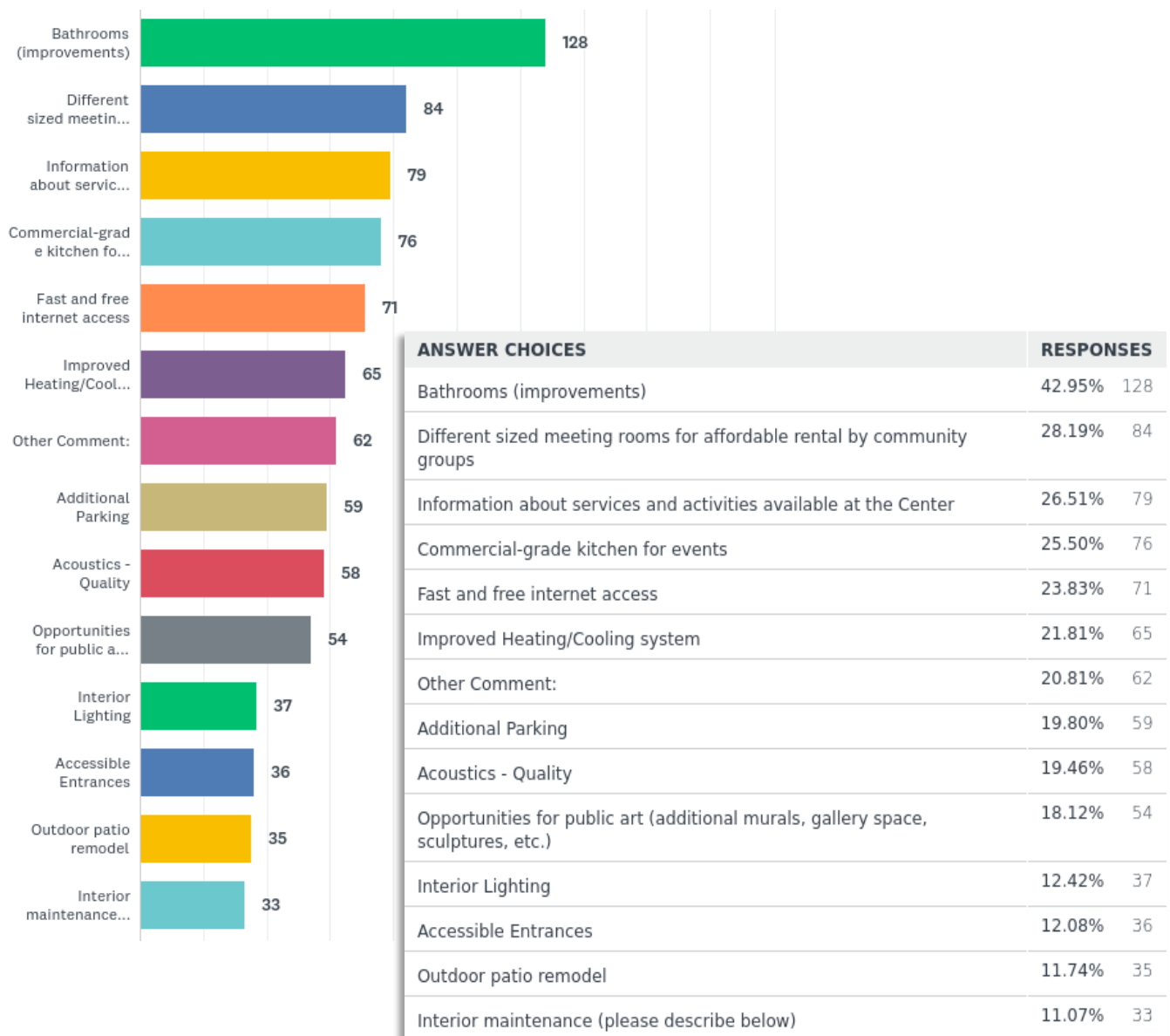
There were 33 write-in responses which fit into the following themes. These responses were imaginative, yet consistent with what we have seen so far. The themes receiving more than one response included:

- More or different athletics (included a pool/swimming)
- Facility improvements
- Senior services

QUESTION 7: The City has recently completed or is currently making some updates to the GCC buildings and facilities including: *(Part 1 of 2)*

- Updating the bathrooms (including accessibility)
- Structural improvements
- General refurbishments
- Parking lot improvements
- Redoing the athletic field (while completed, it may not be known)

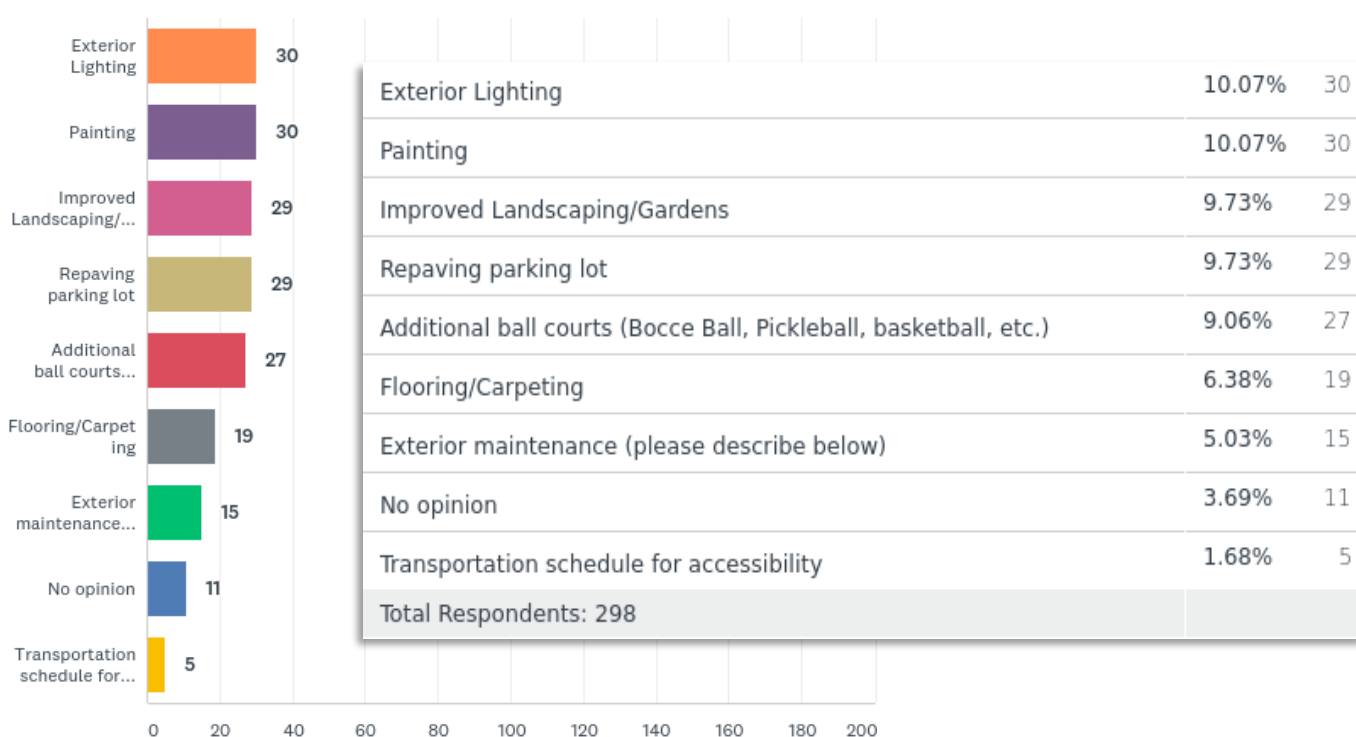
Given those improvements already underway, what additional things would help the Center provide a more welcoming environment and be a place you would consider visiting more often? Select up to 5 which are most important to you:



QUESTION 7: The City has recently completed or is currently making some updates to the GCC buildings and facilities including: *(Part 1 of 2)*

- Updating the bathrooms (including accessibility)
- Structural improvements
- General refurbishments
- Parking lot improvements
- Redoing the athletic field (while completed, it may not be known)

Given those improvements already underway, what additional things would help the Center provide a more welcoming environment and be a place you would consider visiting more often? Select up to 5 which are most important to you:



OTHER RESPONSES:

There were 62 written responses. Respondents had difficulty selecting between improvements and most people listed the entire building as important to update.

- Entire building needs updating
- Interior focus on rooms
- Restrooms
- More communication about what is offered
- Wiring and Audio Improvements

QUESTION 8: Of those you selected above, which is the most important to you:

Key items listed below. Those receiving the greatest number of responses include:

1. Updating the bathrooms (including accessibility)
2. Structural improvements
3. Overall maintenance, clean up and refurbishments
4. Commercial grade kitchen
5. Parking lot improvements
6. Meetings rooms

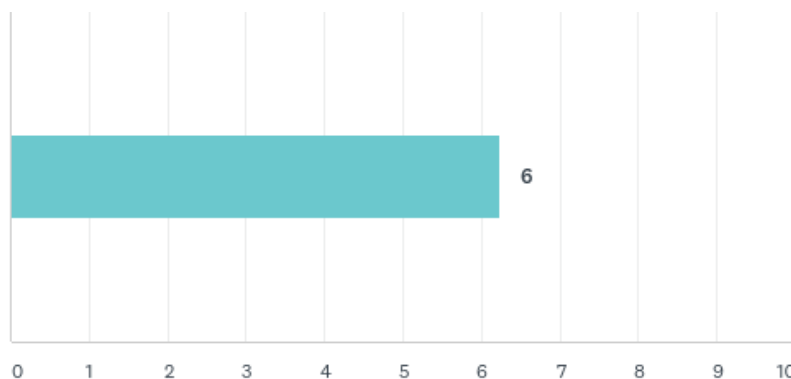


QUESTION 9: What prevents you from going to the Center more often?

There were 207 responses the majority of which fit into the following themes:

1. Lack of information about programs and services offered at the Center
2. Lack of interest in the offerings
3. Poor condition of the facilities
4. Poor routine maintenance (i.e., chipping paint, odors, lighting)

QUESTION 10: Prior to completing this survey, how aware were you about the Center and some of the services available there?



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	6	1,582	254
Total Respondents: 254			

BASIC STATISTICS					
	MINIMUM	MAXIMUM	MEDIAN	MEAN	STANDARD DEVIATION
	1.00	10.00	7.00	6.23	2.56

QUESTION 11: Other comments or suggestions for the Community Center:

There were 101 responses from which the key themes include: *(Data available in full report.)*

Sample comments include:

- *“Really needs funds focused on safety, recreation, community building, downtown beautification. The community center could be the standard for surrounding businesses etc. to adhere to. Landscaping and a visible to the street but safe structure for outdoor enjoyment is a good example of this. Goleta could use the Center as its first step toward fulfilling its strategic plan. For example: purchasing carbon capturing concrete; planting an “urban forest” with fruit trees and berries designed into the landscape for public consumption; tennis or baseball court so passersby connect community and recreation to the Center; use solar power; build in a water use system that conserves and reuses where possible; design the Center in such a way that is bright, open, and secure without being exclusive. An annual open house would be beneficial for a list of reasons.”*
- *“Solid, old building whose HVAC, wiring, lighting, Internet Wi-Fi, plumbing reflects its age. spacious campus w. lots of shared parking in the rear. good accessibility via 101, Hollister, bike, bus, or pedestrian approach. interesting management style.”*
- *“Preserve the history and architecture of Goleta's most famous building. This is our past.”*
- *“This building is a wonderful resource for our community.”*
- *“Show some love to this building wonderful people that work there thank you for your hard work.”*
- *“Staff is very helpful with scheduling. The ability to store supplies in the closet is most appreciated. Room setup is done well. Thank you.”*
- *“Many organizations and classes have left the center because the rent is high and the service low. Staff is not at all welcoming or cooperative”*
- *“Goleta is an amazing community - we are all so lucky this space is centrally located. It should be a highlight of our city and a draw to get all sorts of people to Old Goleta.”*

QUESTION 12: OPTIONAL: If you are interested in receiving information and updates from the City of Goleta about the Goleta Community Center and its activities, please provide us your name and contact information.

86 respondents provided their contact information which was shared with the City.

ATTACHMENT 2

History of Council Action on GVCC Management with links

List of Council Actions on Goleta Community Center Management With web links to agendas active as of Jun 1, 2021

1. 2002 Council assumed Lease with Goleta Union School District from County, subject to GVCC sublease. (February 1, 2002)
2. 2012 Council exercises option to purchase (November 2013 deed date)
3. January 16, 2014 (Item A1: Civic Center Feasibility Study for the Goleta Valley Community Center)
https://goleta.granicus.com/GeneratedAgendaViewer.php?view_id=2&clip_id=643
4. March 17, 2015 (Item E2: Council Support to Goleta Valley Community Center Board of Directors)
https://goleta.granicus.com/GeneratedAgendaViewer.php?view_id=2&clip_id=819
5. May 19, 2015 (Item D1: Civic Center Feasibility Study for the Goleta Community Center Site)
https://goleta.granicus.com/GeneratedAgendaViewer.php?view_id=2&clip_id=854
6. July 21, 2015 (Item E1: Civic Center Feasibility Study for the Goleta Community Center Site)
https://goleta.granicus.com/GeneratedAgendaViewer.php?view_id=2&clip_id=869
7. August 18, 2015 (Item E2: Goleta Valley Community Center Operational Analysis)
https://goleta.granicus.com/GeneratedAgendaViewer.php?view_id=2&clip_id=925
8. October 20, 2015 (Item C1: Goleta Valley Community Center Audit and 5 Year Plan)
http://goleta.legistar1.com/goleta/meetings/2015/10/919_A_City_Council_15-10-20_Agenda.pdf
9. April 18, 2016 (Item Community Center Facility Needs and Management Options)
http://goleta.legistar1.com/goleta/meetings/2016/4/965_A_Special_City_Council_Workshop_16-04-18_Agenda.pdf
10. August 16, 2016 (Item C2: Management Agreement for Goleta Community Center)
http://goleta.legistar1.com/goleta/meetings/2016/8/947_A_City_Council_16-08-16_Agenda.pdf
11. May 2, 2017 (Item E2: Goleta Community Center Special Studies Update)
http://goleta.legistar1.com/goleta/meetings/2017/5/1020_A_City_Council_17-05-02_Agenda.pdf
12. December 18, 2018 (Item C2: Goleta Valley Community Center Management and Lease Agreement)
http://goleta.legistar1.com/goleta/meetings/2018/12/1147_A_City_Council_18-12-18_Agenda.pdf
13. June 18, 2019 (Item D1: Consideration of Term Extension to Goleta Valley Community Center Management and Lease Agreement)
http://goleta.legistar1.com/goleta/meetings/2019/6/1242_A_City_Council_19-06-18_Agenda.pdf