



TO: Mayor and Councilmembers

FROM: Kristine Schmidt, Assistant City Manager

SUBJECT: Ad Hoc Committee Recommendation for Direct Management of the Goleta Community Center

RECOMMENDATION:

- A. Consider the Ad Hoc Goleta Valley Community Center Committee's recommendation to begin planning for the assumption of direct management of the Goleta Community Center upon the expiration of the existing lease on the property on June 30, 2022;
- B. If Council wishes to proceed with Recommendation A, ask staff to return to Council on a future date with a plan and timeline to assume management of the facility; and
- C. Ask staff to return to Council on a future date to discuss a process to develop and adopt a Strategic Plan for the Goleta Community Center.

BACKGROUND:

For many years, Council has considered the future of the management of the Goleta Community Center (GCC)¹. Since 1984, the property has been sublet to the Goleta Valley Community Center (GVCC) organization, a California non-profit corporation, for purposes of running a community center. A more detailed discussion about the history of GCC operations is included in the companion report to this report regarding the GCC Community Outreach Process (Agenda Item No. A.1 on City Council Workshop Agenda of August 31, 2021).

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. It coordinates the use of the pickleball courts and sports field. The GVCC organization retains all the sublease and rental income from the facility 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

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.

\$5,000 per year, and the City is now responsible for maintenance and upkeep over that amount.

The GVCC organization does not provide direct programming at the Community Center, except for its Senior Program, which receives separate annual financial support of \$25,000² 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 Directors³, and staff have been invited to attend their Board of Directors meetings to observe and occasionally provide input.

In June 2019, Council approved the most recent lease extension with the GVCC organization, 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. Determine 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 or opening a competitive process to consider proposals from other non-profit operators, should be pursued.

On February 19, 2019, Council created an Ad Hoc Goleta Valley Community Center Committee. The purpose of establishing this ad hoc committee was for the City to better understand the community's desires for programming and uses at the Community Center and how the Center can best serve these needs; to discuss what types of programming are appropriate and what the best management structure would be; to consider whether the GCC should simply be a place for other programs to operate or is there an interest in a management structure that directs and incorporates specific programming based on the community's needs; and to discuss what elements should be included in a request for proposals (RFP) for management at the Center in the future. Council's Ad Hoc Goleta Valley Community Center Subcommittee (Ad Hoc Committee) consisted initially of Mayor Perotte and Mayor Pro Tempore Richards, and now consists of Mayor Perotte and Mayor Pro Tempore Kyriaco.

DISCUSSION:

At its July and August 2021 meetings, the Goleta Community Center Ad Hoc Committee (Mayor Paula Perotte and Mayor Pro Temp James Kyriaco) considered and asked staff to return to Council with their recommendation that the City begin planning to assume interim direct management of the Goleta Community Center upon the expiration of the lease with the GVCC organization on June 30, 2022.

This recommendation was based on a number of considerations, including but not limited to the following:

² The GVCC organization did not receive a contribution for the Senior Program in FY 2021/22, but will instead apply unused FY 2020/21 funds for this purpose.

³ The Councilmember Board of Directors appointment was switched to non-voting status in 2020.

- The long-expressed desire of the City Council to consider other operational objectives and management structures for the City's Community Center.
- The recent forced closure of the Auditorium and Dining Room at the Center pending the completion of seismic upgrades. This closure is detailed more fully in the companion report to this report on the Status of Community Center Building and Goleta Community Center Improvements Project (Agenda Item No. A.2 on City Council Workshop Agenda of August 31, 2021) and will negatively affect the potential facility income opportunities once the temporary sublease for the COVID-19 testing facility terminates.
- The upcoming seismic upgrades project and concurrent Americans with Disabilities Act (ADA) improvements project, for which the City anticipates imminent funding approval, which will likely be ready for construction in the Spring of 2022, and which will require staging to minimize disruption to Community Center lessees and operations. The status of these projects is also included in the companion report to this report on Status of Community Center Building and Goleta Community Center Improvements Project (Agenda Item No. A.2 on City Council Workshop Agenda of August 31, 2021).
- The results of the Goleta Community Center Community Outreach Process, which included various recommendations that the City could implement for the Center to become a more effective resource for residents, and which identified a need for the City to develop a Strategic Plan to help guide the vision and strategic objectives for the Center in the future. This full report is included in the companion report to this report on GCC Community Outreach Process (Agenda Item No. A.1 on City Council Workshop Agenda of August 31, 2021).
- The potential to align Community Center needs with existing City resources and/or opportunities citywide. For example: the development of a communications and outreach program, the purchase of a computerized online park space/room reservation system, the creation of a Foundation for charitable donations to parks and recreation citywide.

The Ad Hoc Committee is recommending direct management as an interim arrangement during the seismic and ADA construction process. This will allow the City direct oversight of operations in coordination with the construction. It will also provide the City the opportunity and perspective to engage in a Strategic Planning process to determine exactly what role the Center can and should play in the future of the Goleta community before deciding on a more permanent management model. Should the City later decide to issue an RFP for Community Center management, the goals and objectives of the new Strategic Plan could be included in the scope of work expected of the successful proposer.

Direct Management Logistics

Should Council wish to proceed with full consideration of direct GCC Management, staff would return this fall with a formalized management model. This would include discussion of establishing a budget, ensuring adequate staffing (which would likely include job offers to current GVCC organization staff), ensuring a seamless transition for long-term tenants

and facility users, and a consideration of a continuing role for the GVCC organization and its Board of Directors.

There are really two main models for City management of the GCC: one where the City simply continues the space-for-rent model, and one where the City takes a more active role in developing and providing recreation and other services through the Center. Because the City's management will initially be just an interim step during the capital project construction and the development of a Strategic Plan, the City would initially continue the space-for-rent model.

The tentative Seismic and ADA project timeline is reflected in Table 1 below.

Table 1 Goleta Community Center Project Timelines					
	Preliminary Engineering	Construction Phase			
		Spring 2022	Summer 2022	Fall 2022	Spring 2023
Seismic Upgrades	Completed	Construction			
ADA Upgrades	In Progress		Construction		
Parking Lot	Future				
Other Upgrades	Future				

Based on this tentative schedule, staff would anticipate putting out an RFP for GCC management or implementing a new enhanced model of direct City management in the summer of 2023. Should funding become available in the interim to complete the parking lot and/or other upgrades projects, the timeline could be extended accordingly to allow time for those improvements to be made as well. In the meantime, staff would also begin a Strategic Planning process, which would need to be led primarily through consultant services both because staff is oversubscribed and to bring in a knowledgeable outside perspective related to community center operations.

The last time that the City considered direct management of the GCC in detail was at a workshop on April 18, 2016. At the time, staff offered the following strengths and concerns related to direct management:

Strengths:

- Direct oversight of management, programing and facility maintenance.
- Direct control of revenue from leases, rates and rentals.
- Direct control of operating expenditures and resource allocation.
- Greatest opportunity to manage risk exposure.

Concerns:

- Additional staffing for the Community Center creates added costs for General Government functions, such as Finance, IT and Human Resources, as well as additional direct salary and benefit costs.

- Extra workload for existing staff within the Neighborhood Services Department (and the new General Services Department) to oversee facility operation, and incremental increase to executive management for the expanded scope in City services.

GOLETA STRATEGIC PLAN:

The following strategic goals and objectives from the City's 2021-2023 Strategic Plan are implicated in this discussion.

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

- 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.

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

FISCAL IMPACTS:

Assuming no changes in the operating model of the Center, the April 18, 2016 staff report to Council stated that the fiscal impact of the City managing facility operations would not be significant based on a preliminary budget comparison of the existing GVCC organization's operations and an estimated budget for a City directed operation. It was estimated to have an operating budget deficit of \$46,000, assuming the continuation of the grant of \$25,000 to the GVCC organization to continue to run the Senior Program or \$21,000 if the grant for the Senior Program were discontinued. This analysis is now dated and will need to be updated should Council proceed with the Ad Hoc Committee's recommendation.

Should Council proceed with the Ad Hoc Committee's recommendation, staff would research the cost for consultant services for the creation of a Strategic Plan. Staff estimate this to cost approximately \$50,000-\$75,000, depending on the complexity of the effort. Staff expect that there will be a significant outreach effort to involve current and future GCC stakeholders, and people from all parts of the community, in this strategic planning effort.

It should be noted that the latest information from the GVCC organization is that it has \$679,000 in the bank. It is staff's understanding that this significant accumulation of funds (more than double its operating budget for the current year) is primarily due to operational savings from unfilled positions, cost savings during the pandemic, and from the ongoing lease income from the COVID-19 Testing Center. The disposition of those funds by the GVCC organization, should the lease end, is unknown, but will be explored with the GVCC organization.

ALTERNATIVES:

Council could provide alternative direction to staff with regard to the expiration of the current GCC lease on June 30, 2022.

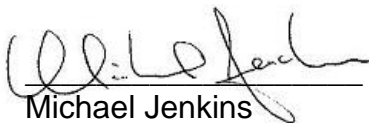
Reviewed By:

Legal Review By:

Approved By:



Kristine Schmidt
Assistant City Manager



Michael Jenkins
City Attorney



Michelle Greene
City Manager

ATTACHMENTS:

1. PowerPoint Presentation

Attachment 1
PowerPoint Presentation



Goleta Community Center Workshop

SPECIAL CITY COUNCIL MEETING
AUGUST 31, 2021

Workshop Topics

- ▶ Item A.1: Results of the 2020 Community Outreach Process & Related Recommendations
- ▶ Item A.2: Status of the Goleta Community Center (GCC) Facility & Planned Construction Projects
- ▶ Item A.3: Ad Hoc Committee Recommendation for Direct City Management of GCC upon Expiration of the Lease

Background of the GCC

- ▶ 5679 Hollister Avenue
- ▶ Main building (A) constructed in 1927. South building (B- CommUnify, etc.) in 1949-50 and west building (C- Rainbow School) in 1959.
 - ▶ Main building eligible for historical listing. Not currently eligible for listing for Architecture.
- ▶ Former Goleta Union School (closed 1976 due to seismic needs), leased to County in 1977, City assumed lease in 2002, and purchased by City in 2013
- ▶ City has explored options for facility, including constructing a City Hall/Civic Center or fully remodeling the facility, but decided not to proceed due to cost

Background of the GCC

- ▶ Since 1984, property sublet to the Goleta Valley Community Center (GVCC) organization for purpose of a Community Center.
 - ▶ Rent of \$3K/mo. was forgiven for years. Current rent is \$1 per year
- ▶ GVCC organization rents out the rooms and retains the proceeds for operations
 - ▶ long-term subleases, mostly to non-profit entities
 - ▶ short-term event rentals to non-profit organizations, for-profit entities, and individuals
 - ▶ pickleball courts and sports field

Background of the GCC

- ▶ GVCC does not do programming
 - ▶ Exception: Senior Program- City gives \$25K per year
- ▶ City is largely a “hands off” landlord with regard to operations.
 - ▶ City has maintenance responsibility that County did not
- ▶ One Councilmember is a non-voting board member (currently Mayor Pro Tempore Kyriaco)
- ▶ GVCC organization’s lease expires June 30, 2022

Background

- ▶ Acknowledged facility upgrade needs
- ▶ Council has for years expressed a wish to explore alternatives to the GVCC organization's management
 - ▶ Direct City management of the Community Center, or
 - ▶ Opening a competitive RFP process to consider other qualified managers

Item A.1: Community Outreach Process

2020 Community Outreach Process

Background

- ▶ 2019 – Ad Hoc Committee formed to consider future management of the Community Center
 - ▶ One of the goals: assess community's desires for programming and uses at the Community Center and how the Center can best serve these needs
- ▶ Antenore & Associates selected to design and perform outreach process

2020 Community Outreach Process

Focus Groups

- ▶ Stakeholder analysis
- ▶ 75 community partners invited to participate
- ▶ Five 90-minute focus groups conducted at both the GCC and City Hall
- ▶ Simultaneous Spanish Translation offered
- ▶ GVCC BOD and other service providers participated

Survey

- ▶ Community-wide survey
- ▶ Significant community outreach
- ▶ English and Spanish
- ▶ An impressive 298 respondents
- ▶ Anonymous, but 86 provided contact info to participate in follow-up

2020 Community Outreach Process

Highlights- Focus Groups

- Facilities & Maintenance (includes Seismic Retrofitting)
- Overall Center maintenance and cleanliness
- Marketing, Communications and Outreach
- Renting a Space
- Special Events

Highlights- Survey

- Facilities improvements urgently needed
- The Center is being underutilized; community unsure how to access and what is available
- Overall maintenance needs to be improved
- Business Practices need to be more “user friendly” and consistently practiced

Overview of A&A Recommendations

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 and Events
7. Communication and Outreach
8. Strategic Plan for the Goleta Community Center

1. Seismic & Structural Needs

The seismic work not completed. Major obstacle impeding progress on other necessary improvements to the facility.

Recommendation:

- ▶ Prioritize seismic and ADA structural improvements.
- ▶ Execute design funded by FEMA and continue to pursue and secure funding for the construction phases.
- ▶ PW 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

2. Facilities Improvements

Center 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.

Recommendation:

- ▶ Prioritize immediate and longer-term upgrades & identify the related funding sources.
- ▶ Professionally maintain improvements.

Bathrooms (Aesthetic and ADA)

Kitchen

Reliable Free Internet

Lighting & Windows

Heating/Cooling system

Parking

3. Overall Maintenance

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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.

Recommendation:

- ▶ Clarify and communicate responsibilities of City & Operator (GVCC)
- ▶ Develop performance measures for maintenance.

4. The Role of the Center In & For the Community

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Varying views and expectation about what the Center is, and could be to the City, to Old Town. The community had ideas for services, programs, and events, but unsure how and who could make them happen.

Recommendation:

- ▶ The City should decide & communicate what it wants the Center to be: “Community Center”, or a facility solely with rental spaces and community meeting rooms, or a combination of both?
- ▶ Based on community needs, the Center’s mission, and available resources.

“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

5. Business Practices, Access & Usage of the Center

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"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 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

Range of experiences about renting rooms and facilities at the Center. In some cases, people 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.

Recommendation:

- ▶ Modernize business practices to promote access and usage.
- ▶ Develop a new lease with usage policies and rental plans.
- ▶ Outline clearer roles and expectations of and between the renter, the Operator (GVCC), and City.

5. Business Practices, Access & Usage of the Center *(cont.)*

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► **Recommendation:**

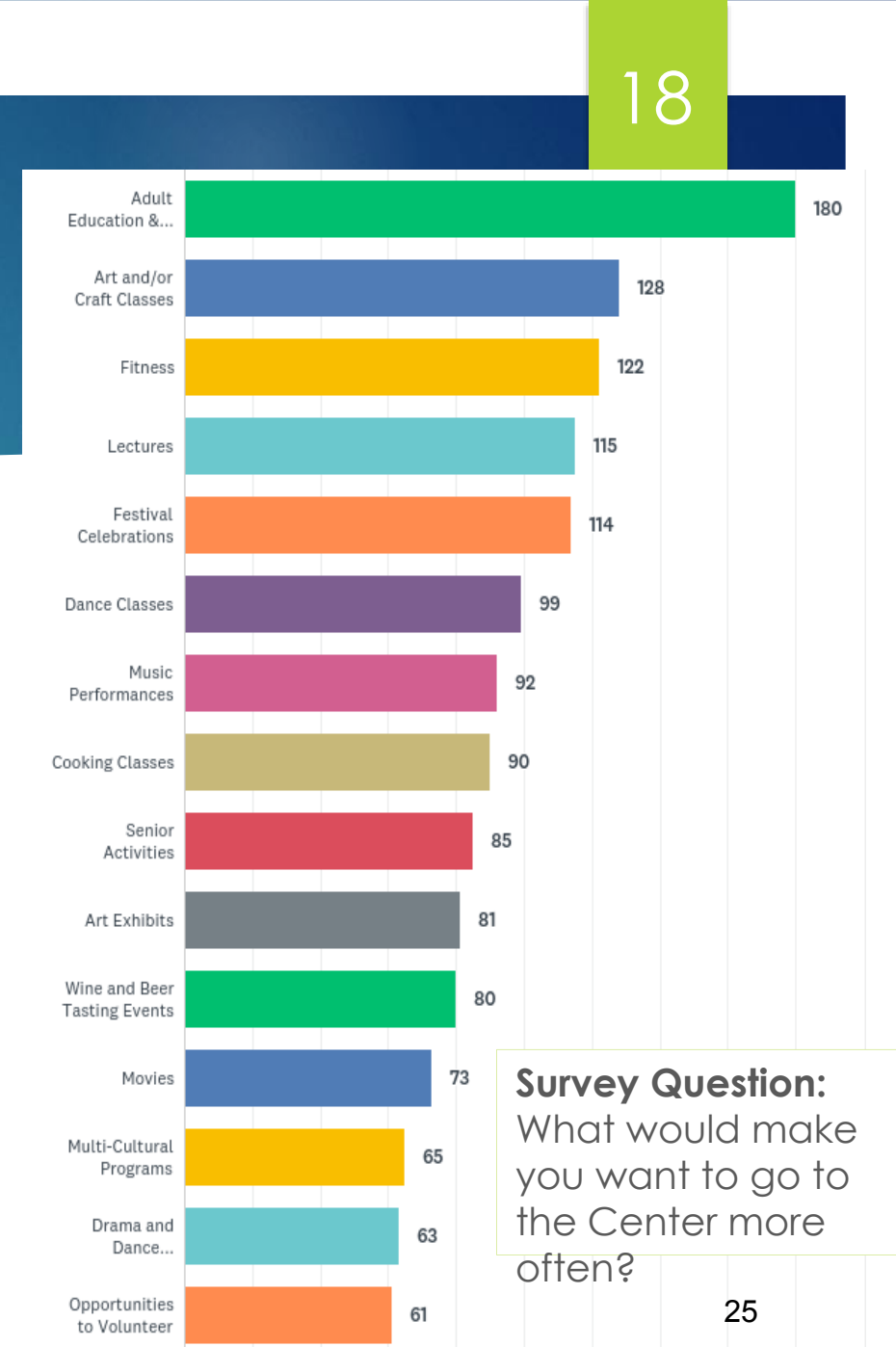
- The City should clearly define the process for rental fees including a “rent subsidy for non-profits” *(Note: Discounted non-profit rates already exist)*
- Consider “best practices” by other public entities on rental policies and ease of access for better usage.
- Develop a communication plan to support ease of rental and usage of the Center including clear, consistent communication about usage, and rental policies and practices.
- Develop a plan and communicate support for nonprofit and public sector agencies to utilize the Center to meet needs of the community.

6. Center Programming & Events

Community would like to see additional events and programming to serve diverse community interests/needs. Hampered by lack of clarity about whether the Center is a “community center operated by the City of Goleta” or a facility which can be rented.

Recommendation:

- The City should decide what its role is - and isn't - as it relates to center programming and events and the resources available to augment existing gatherings.



7. Communication and Outreach

"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

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.

Recommendation:

- ▶ Develop a communications and outreach strategy to better communicate and engage the community in supporting and utilizing the Center.
- ▶ Pursue up-to-date online schedule and communications methods about what is available at the Center.
- ▶ Create a more welcoming and clearly marked entrance including a marque with messages and highlights about available community programming and events

8. Strategic Plan & Role for the Goleta Community Center

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Need to clarify the desired role of the Center in the community, respective roles of the City and the Operator. Need a strategic approach to structural work, targeted communication and outreach about the Center.

Recommendation:

- ▶ City create a Strategic Action Plan for the Center.
- ▶ Use information from the Community Outreach Process
- ▶ Include: the role of Center ; safety, maintenance, structural needs; funding to improve the facilities; action plan for outreach and programming

"The relationship of the City of Goleta and the GCC is nonexistent– lack of vision and strategy."

- Focus Group Participant

8. Strategic Plan & Role for the Goleta Community Center *(cont.)*

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Suggested Actions

1. Establish a Strategic Plan Working Group and hold work sessions to generate a realistic plan of action.
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 to enliven the GCC.



Next Steps

1. Prioritize seismic and ADA structural improvements.
2. Refine the role of the City of Goleta related to the Center.
3. Establish a working group to generate a Strategic Action Plan for the Center.

QUESTIONS?

Questions or comments before we move report on:

- Status of Community Center Facility
- Status of Seismic and ADA Upgrade Projects



Item A.2: GCC Facility & Capital Improvements Status

Four Main Work Efforts

- ▶ Seismic Retrofit*
- ▶ Required ADA Improvements*
- ▶ Parking Lot
- ▶ Other Improvements

** Only Seismic and ADA improvements are in the current Capital Improvement Plan*

Seismic - Need

- ▶ Inadequate connection between the roof system and exterior concrete walls, and the absence of proper roof structural sheathing throughout the entire roof system
- ▶ City Building Official (Willdan) determined in January 2021 that Auditorium and Dining Room should not be used for assembly until seismic upgrades are complete
- ▶ Lease with GVCC was amended to exclude these rooms
- ▶ Loss of revenue to GVCC temporarily balanced by revenue from COVID-19 Testing Center

Seismic – Project (CIP#9067)

- ▶ Strengthen floor diaphragm through diagonal bracing under floor joists, foundation anchors, and nailing
- ▶ Strengthen roof diaphragm through plywood underlayment and roof cladding and anchors and hold-downs to roof trusses/purlins to walls
- ▶ Strengthen dining room cripple walls through plywood shear wall sheathing and exterior roof bracing; maintain auditorium open gable trusses and strengthen wall to truss connections
- ▶ Strengthen dining room wood cripple walls of the barrel-vault roof
- ▶ Support bell tower with angle braces from the inside concrete parapet wall to the roof
- ▶ Limited reroofing using roof cladding that matches the existing roofing

Seismic - Costs

Table 1

Goleta Community Center Seismic Improvements Cost Estimate

Project Components	Estimated Costs
Preliminary Engineering	\$94,626
Construction	\$3,716,757
Construction Management	\$743,352
Project Manager/Staff Augmentation	\$111,503
Contingency	\$675,774
Total:	\$5,342,012

Seismic - Status



Seismic - Funding

Funding Source	Status	Funding Amounts
FEMA HMGP	Approved – Federal share – Phase One	\$70,970
General Fund	Approved – Local match – Phase One	\$23,657
FEMA HMGP	TBD - Awaiting FEMA approval of additional funding – Phase Two	\$3,851,912
General Fund	Approved – Local match – Phase Two	\$1,283,970
General Fund	Additional General Fund - Project Management/Staff Augmentation	\$111,503
Total:		\$5,342,012

ADA - Need & Project

- ▶ Seismic upgrades will trigger certain required Americans with Disabilities Act (ADA) upgrades
- ▶ Deficiencies to be corrected include access at bus shelter on Hollister Avenue, the parking lot, exterior ramps and curb ramps, building entrances, and plumbing and restroom elements.
- ▶ To comply with funding restrictions, ADA Improvements Project will be given a new CIP Number and all funding and expenses tracked separately

ADA - Costs

Table 2
Goleta Community Center ADA Improvements Cost Estimate

Project Components	Estimated Costs
Preliminary Engineering (conceptual design, environmental review & design)	\$483,490
Construction	\$1,933,958
Construction Management	\$290,094
Project Manager/Staff Augmentation	\$116,037
Contingency	\$386,792
Total:	\$3,210,370

ADA - Status

STANDARD PROJECT DELIVERY PROCESS:

Conceptual Design → Environmental Review → Design → Construction



Project is here.

ADA - Funding

Funding Source	Status	Funding Amounts
CDBG	Approved/Expected*	\$296,550
House of Representatives Community Project	TBD – Awaiting final approval	\$3,000,000
Total:		\$3,296,550

Parking Lot

- ▶ No Parking Lot improvement (Other than required ADA access) is currently planned
- ▶ Slurry seal was completed approximately 2 years ago, but already at the end of life
- ▶ Lot is in poor condition with underlying structural weakness
- ▶ A full parking lot reconstruction is indicated
- ▶ Likely cost of \$2-3 Million+ based on the cost of reconstruction plus current regulatory requirements for additional stormwater quality controls

Other Improvements Needed

- ▶ Seismic/Structural
 - ▶ Building B & C non-urgent seismic upgrades
 - ▶ Main Building tree removal (affecting foundation)
 - ▶ Replace modular structure at the front (Rainbow School)
- ▶ Roofing
 - ▶ Full roof replacement recommended for all 3 buildings (A, B, C)
- ▶ Walls
 - ▶ Repair cracks in main building once trees removed

Other Improvements Needed

- ▶ Windows & Doors
 - ▶ Full interior and exterior window and door replacement recommended
- ▶ HVAC
 - ▶ One unit needs to be replaced
 - ▶ All units are old (1995) and should be replaced due to end of life
- ▶ Plumbing
 - ▶ Sewer lines need replacing (upgrading bathrooms and/or kitchen may require this)
 - ▶ One water heater needs replacement

Other Improvements Needed

- ▶ Electric
 - ▶ No urgent issues, but should do full review to eliminate knob and tube wiring and otherwise upgrade wiring and equipment
 - ▶ Visible wiring is notably unattractive and unprofessional looking
- ▶ Landscape and Irrigation
 - ▶ Irrigation system needs full upgrade
- ▶ Gazebo
 - ▶ Needs to be replaced, including surrounding hardscape

Other Improvements Needed

Aesthetic and Functionality Improvements identified in the Community Outreach Process:

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. Upgrade or replace heating/cooling system

QUESTIONS?

Questions or comments before we move to a report on:

- Ad Hoc Committee Recommendation to assume interim direct management of GCC

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Item A.3: Ad Hoc Committee Recommendation

Ad Hoc Committee

Formed February 19, 2019, to:

- ▶ Assess the community's desires for programming and uses at the Community Center and how the Center can best serve these needs;
- ▶ Discuss types of programming appropriate and best management structure;
- ▶ Consider whether the GCC should simply be a place for other programs to operate or there is interest in a management structure that directs and incorporates specific programming based on the community's needs;
- ▶ Discuss what elements should be included in an RFP for management of the Center in the future

Recommendation

- A. Begin planning for the assumption of interim direct management of the Goleta Community Center upon the expiration of the existing lease on the property on June 30, 2022;
- B. Ask staff to return to Council on a future date with a plan and timeline to assume management of the facility; and
- C. Ask staff to return to Council on a future date to discuss a process to develop and adopt a Strategic Plan for the Goleta Community Center.

Following seismic & ADA construction and the development of a Strategic Plan (Summer 2023), a more permanent management model can be implemented.

Reasons for Recommendation

- The longstanding Council interest in other operational objectives and management structures for the City's Community Center.
- Forced closure of the Auditorium and Dining Room pending the completion of seismic upgrades will negatively affect the potential facility income opportunities once COVID-19 testing facility closes.
- The upcoming seismic upgrades project and concurrent ADA improvements project, which will likely be ready for construction in the Spring of 2022, and which will require staging to minimize disruption to Community Center lessees and operations.

Reasons for Recommendation

- The results of the GCC Community Outreach Process & identified need to develop a Strategic Plan to help guide the vision and strategic objectives for the Center in the future.
 - Strategic Plan to be incorporated in the RFP for new Operator
- The potential to align Community Center needs with existing City resources and/or opportunities citywide.
 - development of a communications and outreach program,
 - purchase of a computerized park space/room reservation system,
 - creation of a Foundation for charitable donations to parks and recreation citywide.

Considerations

April 2016 Staff Report

Pros	Cons
<ul style="list-style-type: none">- Direct oversight of management, programming and facility maintenance.- Direct control of revenue from leases, rates and rentals.- Direct control of operating expenditures and resource allocation.- Greatest opportunity to manage risk exposure.	<ul style="list-style-type: none">- Additional staffing creates added General Government costs (Finance, IT and HR).- Extra workload for existing staff to oversee facility operation, and incremental increase to executive management workload.- Cost

Cost: Estimated operating budget deficit of \$46,000 assuming the continuation of \$25,000 GVCC organization grants for Senior Program.

Considerations

Needed to Assume Management:

- Updated financial analysis and budget
- Assignment of responsibilities internally
- Staffing plan (Offers to current GVCC staff)
- Seamless transition for existing long-term tenants and facility users
- Continuing role for the GVCC organization and BOD
- etc.

Needed for Strategic Plan

- Determine scope of process
- Explore consultant services
- Return for funding

Next Steps (Assuming Approval)

- ▶ Continue with Seismic and ADA Improvement Projects
- ▶ Return with plan and timeline to assume management of the facility in July 2022
- ▶ Return with plan, timeline and funding for Strategic Plan development (Likely \$50K-\$75K)

Committee Member Input

Opportunity for Ad Hoc Committee Members
to add to staff presentation or clarify recommendation