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**NOTICE AND AGENDA
SPECIAL MEETING
SPRECKELS CENTER ADVISORY COMMITTEE**

Coronado Community Center Abalone Room
1845 Strand Way, Coronado, CA 92118

Monday, December 12, 2016 at 10:00 a.m.

1. ROLL CALL:
2. MINUTES: Review and approval of minutes from November 10, 2016 meeting
3. ORAL COMMUNICATIONS:
4. PUBLIC SERVICES AND ENGINEERING REPORT:
 - a) Update on construction progress – Bill Cecil
5. COMMITTEE REPORT:

Committee members will present on the following:

 - a) Discuss Senior Association programming schedule – Cindi Sanders
 - b) Spreckels Center bike rack and bike repair station update – Rob Crenshaw
 - c) Update on locating/acknowledging Coronado centenarians – Rob Crenshaw
 - d) Review of new Coronado Senior Association website and content process – Rob Crenshaw
 - e) Review of Lawn Bowling Club website and content process – Berie Grobe
6. DIRECTOR'S REPORT:

The Director will present the following:

 - a) Review quorum and meeting absences
 - b) Review John D. Spreckels Center and Bowling Green Operations Plan
 - c) Discuss protocol for submitting programming requests
7. SUPERVISORS REPORT:

The Recreation Supervisor will present the following:

 - a) Discuss lounge recreational supplies
 - b) Discuss identifying volunteers and staff for each partner organization
 - c) Discuss use of patios during business hours
 - d) Review the Senior Association's updated request of facilities for programming
8. ACTION ITEMS:

9. FOLLOW UP:

10. NEW BUSINESS:

11. ADJOURNMENT:

The next regular meeting of the Spreckels Center Advisory Committee will be held January 12, 2017, 10:00 a.m. in the Triton Room at the Coronado Community Center.

APPROVAL OF THE JOHN D. SPRECKELS CENTER AND BOWLING GREEN OPERATIONS PLAN

RECOMMENDATION:

- 1) Approve the Operations Plan for the John D. Spreckels Center and Bowling Green (Center): City/Non-profit model and applicable funding through the Recreation and Golf Services Department;
- 2) Authorize two City staff positions:
 - a) Full-Time Recreation Supervisor
 - b) Full-Time Office Specialist
- 3) Establish a Spreckels Center Advisory Committee (SCAC) consisting of the following:
 - a) (1) Recreation and Golf Services Director
 - b) (1) Center Recreation Supervisor
 - c) (1) City Recreation Operations Staff Representative
 - d) (1) Senior Association Appointed Member
 - e) (1) Lawn Bowling Appointed Member
 - f) (2) City Manager Appointed “At Large” Community Representatives
- 4) Waive the prohibition of alcohol from this facility and adjoining grounds for private events.

FISCAL IMPACT: The anticipated increased General Fund support required to offset expenditures over revenues for the operation of the new Center ranges from \$150,000 to \$175,000 for the first year, reducing to \$98,800 over the next three years. Annual expenditures associated with programming, managing and operating the Center are expected to be approximately \$242,250 the first year, with anticipated offsetting revenues of \$68,000 the first year, leaving an amount of \$174,250 as an estimate of City support. This figure is higher than the current average annual financial support of \$55,000 provided to the Coronado Senior Association through an annual community grant and maintenance of the former facility. There will be other incremental fiscal impacts associated with new programming and facilities in the Administrative Services Department for payroll and accounting, human resources, and information technology.

CITY COUNCIL AUTHORITY: Decisions regarding methods of service delivery are legislative actions. Legislative actions tend to express a public purpose and make provisions for the ways and means of accomplishing the purpose. Legislative actions involve the exercise of discretion governed by considerations for the public welfare, in which case, the City Council is deemed to have “paramount authority” in such decisions.

PUBLIC NOTICE: A presentation of the Operations Plan was presented to the Director’s Advisory group, Coronado Senior Association and Coronado Lawn Bowling Club on April 28, 2016. An additional presentation was given to the Parks and Recreation Commission on May 9, 2016.

BACKGROUND: The City Council affirmed the need to replace outdated and inadequate public facilities, including the Senior Center, through an action at the March 1, 2011, Council meeting. In August 2011, the Council authorized staff to advertise for consulting and architectural services to complete a needs assessment and conceptual plans to upgrade or replace the existing Coronado

Senior Center. In June 2013, the Council approved a recommended space plan, authorizing a maximum building space of 9,000 square feet and a budget of no greater than \$6 million. The Council also directed staff to develop conceptual floor plans and management models. In November 2013, the Council approved the City/Non-profit Partnership Model, and approved a floor plan, CEQA evaluation, initial construction plans, and directed that the plans be reviewed by the Planning Commission, Historic Resource Commission, and the Design Review Commission. In July 2015, the Council approved the flooring materials and the design features presented by Architect Robert Coffee. At its December 15, 2015 meeting, the Council approved naming the facility the John D. Spreckels Center and Bowling Green.

ANALYSIS: A survey conducted by the City in 2012 utilizing OCHNA Consulting Collective received responses from the community regarding the demographics, programming, facility features, and other pertinent information regarding the development of a new senior center. Of the 323 total community responses, 66% indicated that they had used the former Senior Center. Forty-one percent of the respondents were between 50 and 69 years old, while 51% of the respondents were over 70. The remaining 8% of respondents were under the age of 50. It is estimated that there are over 8,000 adults, fifty years and older, currently living in Coronado. A SANDAG 2014 report estimates that the population age 60 to 85 and older in Coronado exceeds the greater San Diego Region (Attachment A). Following basic trends, this age group is expected to continue to grow within Coronado over the next few decades.

The survey indicated that having a new Senior Center is highly important to its members, with social interaction as the most important component. As identified in the survey, a lack of staff and financial resources hindered the growth and development of the former Senior Center. Members also indicated that programming should be geared toward physical diversity/capabilities, and capture the interest of a dynamic community. Most current activities focus on bingo and various table and card games which do not offer the diversity in programming and social interaction identified by the community to meet the needs of current and potential users.

The new Center needs to accommodate an adult at-large user group, the Senior Association members, and the Lawn Bowling Club. Balancing and coordinating the various activities and programs of the interest groups has been identified as important to the success of the new Center, as well as developing criteria for selecting and implementing new programs. In order to achieve the level of success desired in the Center, the operations plan emphasizes professional City management (educated in social and/or recreational program development) as the key to successful operation of the Center. In addition, importance was placed on reviewing past activities and programs and the strategic development of new activities and programs. The development of “active services” that engage and promote adult healthy lifestyles scored high in the resident survey. A steady and progressive review and expansion of service is anticipated through an advisory process which is discussed in more detail in the Program and Services section. The use of an advisory body creates a mechanism for evaluating the success of a program and helps to eliminate the potential for personal bias impacting programming decisions. A voluntary Advisory Committee is common when a facility is funded and managed by a government entity, such as a city. Financial responsibility, legal responsibility, labor laws, and operating costs are more appropriately borne by the City.

It is anticipated that the Center's full potential will be realized over time as new programs and ideas are brought forth. Common programming trends observed in other facilities are geared toward healthy living, technology, and education-based programs; travel; social interaction; and social services, such as legal, financial, wellbeing, and support. Current market trends in programming include rental space for meetings and events, private and public, which generally allow for a wide form of entertainment.

City staff, along with the Recreation Director's Senior Center Advisory Committee (Advisory Committee) and the Kitchen Committee, have researched and gathered information regarding professional facility management and programs and services that will be fostered in the new Center. The Center will provide for more usable space, allow for additional programming opportunities, and incorporate the latest in technology.

Objectives and Purpose

1. Program an activity and social-based center that is welcoming to the public at large, Coronado Senior Association, and Coronado Lawn Bowling Club.
2. Provide an advisory board that will serve to maintain a strong relationship between participants, staff, and the City Council in order to achieve the Objectives and Purposes of the Operations Plan.
3. Provide a location that caters to the 50+ age group.
4. Increase the percentage of adults 50+ that use the facility.
5. Utilize the 4,500 plus hours per year the facility is available for programming and/or renting.
6. Preserve and maintain the facility in order to maintain the welcoming atmosphere.
7. Use the public tax subsidy to preserve and maintain the structure and to avoid costs of programs being a deterrent to participation.
8. Utilize the public tax subsidy as a base to allow expansion of additional fee-provided programs.
9. To offer a self-supporting rental program.
10. To support the Coronado Senior Association and Coronado Lawn Bowling Association.

Operations Plan

The Operations Plan for the Center is intended to meet the needs of the community while staying fiscally responsible. The Advisory Committee placed an emphasis on professional leadership and administration, as seen at the Oasis Senior Center of Newport Beach; Michael E. Rodgers Seniors' Center, City of Huntington Beach; the El Corazon and County Club Senior Center City of Oceanside; and the Mizell Senior Center, Palm Springs. The decision to recommend the City/Non-profit model was based on the Advisory Committee's research, which included facility tours and discussions with facility managers in other municipalities. Emphasis was placed on leadership and coordination as a successful component in coordinating the various community interest groups. Under the City/Non-profit model, the City shall be the governing authority over the Center. The City shall provide professional management, administrative services, direction, coordination, certain programming, budgetary development, facility management, and oversight of the delivery of services. In addition, City staff shall coordinate with the two current non-profit organizations, the Coronado Senior Association and the Coronado Lawn Bowling Association. Both groups currently provide activities. Under the partnership model, the Senior Association will

be responsible for membership drives, facility tours, specific special events, and the delivery of certain programs such as bingo.

It is recommended that the Center be managed by a qualified supervisor who has the background and experience to effectively manage and coordinate the activities associated with a center of this caliber. The goal of staff is to coordinate with the service groups and ensure services and programs are commensurate with the City of Coronado’s Recreation and Golf Services Department.

Center Operating Hours

Staff has reviewed the former Senior Center hours of operation and other similar facilities’ hours of operation and is recommending the following:

Normal Business Hours of Operation

DAYS	SPRECKELS CENTER	RENTALS
Monday	9:00 a.m. – 5:00 p.m.	7:00 a.m. – 10:00 p.m.
Tuesday	9:00 a.m. – 5:00 p.m.	7:00 a.m. – 10:00 p.m.
Wednesday	9:00 a.m. – 5:00 p.m.	7:00 a.m. – 10:00 p.m.
Thursday	9:00 a.m. – 5:00 p.m.	7:00 a.m. – 10:00 p.m.
Friday	9:00 a.m. – 5:00 p.m.	6:00 a.m. – 12:00 a.m.
Saturday	9:00 a.m. – 2:00 p.m.	6:00 a.m. – 12:00 a.m.
Sunday	Closed	6:00 a.m. – 10:00 p.m.

Note: After hours, facility rental hours, and special events will be covered by the Operation Division’s rental and event staff.

Staffing

Staff is recommending two full-time City positions in order to meet the professional delivery of services and vision expected at the Center: a Recreation Supervisor (Attachment B-1) responsible for the professional management of the Center, and an Office Specialist (Attachment B-2) to provide clerical support. Additionally, an estimated 2,400 part-time staff hours per year will be required to support rental activity and reception functions at the Center. Part-time staff will set up and break down event furniture, manage audio-visual presentations, respond to customer needs, maintain the cleanliness of the facility, staff the reception desk, and manage the registration for programs. It is anticipated that volunteers will fulfill a variety of critical needs such as volunteer drivers, program instructors and facilitators, welcome and reception desk services, and resource information services.

Proposed City Staffing Requirements

Staffing	PER YEAR
(1) Supervisor (Full-Time/Benefitted)	\$ 115,000
(1) Office Specialist (Full-Time/Benefitted)	\$ 69,000
(1) *Recreation Specialist (Part-Time)	\$ 20,000
(1) *Recreation Leader (Part-Time)	\$ 30,000
	\$ 234,000

***These positions are considered part-time/seasonal and require the Council to appropriate the necessary funding to support the additional payroll. The part-time/seasonal positions themselves do not require approval.**

Staff is recommending hiring the Supervisor and Office Specialist positions well in advance of the public opening of the Center. This pre-opening time will allow the Center staff to receive training, familiarize themselves with Coronado and the Recreation and Golf Services Department, and allow “move-in” time. In addition, staff can meet with the various interest groups, establish and meet with the Spreckels Center Advisory Committee (SCAC), and begin the process of developing additional schedules, programs, events, and calendars.

Services and Programs

The Center will become the hub of numerous adult activities within Coronado. Programming of the Center will evolve over time and will be based on community interest and need, as well as from input from community members. In the early stages, many existing programs will be brought forth from the Senior Association program palate. A preliminary calendar of programs and events is provided (Attachment D). As programming of the Center evolves, new and diverse programs and events will come forward through recommendations and development. Examples of potential programs are provided (Attachment E).

In order to help ensure that the services are meeting expectations, staff is recommending that a SCAC be established as part of this Operations Plan. The purpose of the group will be to discuss activities delivered at the Center and to review activities associated with the Center on an ongoing basis. The group would act as a sounding board for City staff and would meet no less than six times per year. Representatives would meet to discuss programs and events and, where appropriate, reach a consensus regarding the scheduling and/or delivery of classes, activities, events, and entertainment for the enjoyment of the community members, the public, and interest groups. Staff is recommending that the SCAC consist of the following:

- (1) Recreation and Golf Services Director
- (1) Center Supervisor
- (1) City Recreation Operations Staff Representative
- (1) Senior Association Appointed Member
- (1) Lawn Bowling Appointed Member
- (2) City Manager Appointed “At Large” Community Representatives

Facility Rental

The Center has been designed with a large multi-purpose room that can accommodate up to 130 people. The room may be partitioned in half to provide two rooms. It is anticipated that the room(s) will be used for programming, community groups, and private rentals. Rental income will be applied to operational expenses and is not intended to compete against community programming or used strictly as a profit center. Rather, the room(s) should provide a balance of programming and rental possibilities to offset a portion of the operational expenses of the Center. Room rental is popular with community members and groups for various celebrations, receptions, and as an entertainment venue, and is an important component in the delivery of service to the community.

Staff is recommending that the weekend and evening use of the multi-purpose room and activity room be used for rentals. All other requests will be reviewed for a single use of the facility. The Operations Division currently handles all of the room rentals for the Department utilizing City staff members. These staff members are trained for room setup and breakdown. Staff costs associated with setup and breakdown for large events would be offset by the individual event's rental income with the remainder of the rental income applied toward the overall expense of the Center.

Staff recommends that room rental be extremely limited during the first four months of operation while the staff learns the nuances of the Center and becomes familiar with the equipment, people, and interest groups. This approach was highly recommended by various facility managers of other centers, as there will be a learning curve that will be necessary to understand the functionality of the many aspects of the building, computer systems, and break-in period.

Utilizing the City's other room rental venues as a template, the Center's proposed room rental schedule and charges chart was developed (Attachment C-1). Fees for room rental at the Center are priced less than the Nautilus Room at the Community Center and are priced competitively with other venues (Attachment C-2). Rentals will likely generate significant revenues and help offset operating expense. Weekday evenings would be reserved for community groups, special interest clubs, and other civic organizations. Weekend times would be available for more traditional types of celebrations or events. Special attention to event coordination and scheduling will be required to minimize impacts to parking in the vicinity of the Center and the Library when large crowds are expected.

Priority of Use for the Center

In order to provide services appropriately, staff recommends scheduling services according to the following priority:

- A. City-sponsored or community services identified by the City;
- B. Senior Association and Coronado Lawn Bowling Club services;
- C. Any adult resident program, activity, event, or class that is not sponsored by the City, the Senior Association, or the Coronado Lawn Bowling Club;
- D. Any adult nonresident program, activity, event, or class;
- E. Other.

Budget

The proposed operating budget (Attachment F) outlines the expenses that are anticipated for the Center. The first year of operation is largely speculative and budgeted conservatively; therefore, income is projected as low versus operating expense. Staff anticipates programs and rentals to steadily increase over the first four years, which will have a positive budgetary impact year over year. The four-year budget includes an increase to expenses with an inflation factor of 3% per year. General Fund subsidy is projected to decrease each year, over the four-year period, as programs develop and room rentals increase. By using a graduated scale, staff has taken a conservative approach to income while providing maximum financial support initially. This financial support will help to ensure a successful launch of the Center and allow staff time to make adjustments and refine the Center's business model over the four years without disruption to the

delivery of services. Programs that are of high interest to the community will need to be developed with the understanding that some new programs may require funding or “seed money” to effectively start-up.

The Senior Association currently receives a subsidy in the form of a City Community Grant. The grant amount in FY 2015-16 is \$34,200. In addition, the City was paying for the former Senior Center’s maintenance and utility expense of about \$20,000 per year, bringing the subsidy to a total of \$54,200 annually. Staff is recommending that there be no change in the Community Grant in FY 2016/17 and that the Council adopt the proposed Senior Association Community Grant of \$34,200. This approach will allow the Senior Association the necessary time to develop other financial resources while still providing for a level of service that is expected. Senior Association programs and events can be refined and developed in partnership with the City through the SCAC. The Senior Association staff will have an assigned office in the Center.

Roles and Responsibilities

The roles and responsibilities of the City/Recreation and Golf Services Department and the Coronado Senior Association are important to the overall success of the Center. Roles and responsibilities have been broken down into three categories:

- City Responsibilities
- Senior Association Responsibilities
- Joint Responsibilities

A breakdown of some roles and responsibilities is provided (Attachment G).

ALTERNATIVES: Modify the Operations Plan or direct staff to return with a different Operations Plan.

Submitted by Recreation and Golf Services/Miller

- Attachments: A. Population by Age: 2014 SANDAG Estimates
 B. Job Classifications
 C. John D. Spreckels Center and Bowling Green Use Fees
 D. John D. Spreckels Center and Bowling Green Proposed Programming
 E. Potential Programs and Activities
 F. Operating Budget (First Year)
 G. Roles and Responsibilities
 H. Letter from Coronado Lawn Bowling Club President
 I. Letter from Todd Little, Chairman, Parks and Recreation Commission

CM	ACM	AS	CA	CC	CD	CE	F	L	P	PSE	R/G
BK	TR	JK	JNC	MLC	NA	NA	NA	NA	NA	CMM	RAM

11c. Approval of the John D. Spreckels Center and Bowling Green Operations Plan.

Councilmember Downey commented that this item was going to be on consent and she just had a question or two. One of the greatest assets to the community is the Library Winn Room because it is free. The Senior Center should have a room like the Winn Room that can be used as a service to the community. This would be after Senior Center and City programs are programmed.

Mayor Tanaka asked if Ms. Downey recalls the discussion about wanting to make the Senior Center profitable or at least revenue neutral.

Ms. Downey has not said that we should make the multi-purpose room or kitchen free but she is talking about one meeting room. There are lots of limits on the Winn Room use and she would like to see one room that works just like the Winn Room at the Library. She doesn't think that will make or break the profitability of the Center.

City Manager Blair King referred to page 423 of the staff report and asked Mr. Miller to come forward to talk about the proposed room rates. He hears the discussion and understands that there would be at least one other venue like the Winn Room and Community Room at the Police Station. We are not developing enough free venues. He does agree with what Mayor Tanaka said about staff being tasked with form following function to try to make the building as self sufficient as possible without making it another community center.

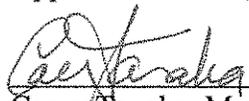
Mayor Tanaka asked if Ms. Downey would accept a compromise and ask staff to bring back Attachment C for further discussion.

MSUC (Bailey/Downey) moved that the City Council approve the staff recommendation but will discuss Attachment C at a future Council meeting.

AYES: Bailey, Downey, Tanaka
NAYS: None
ABSTAINING: None
ABSENT: Sandke, Woiwode

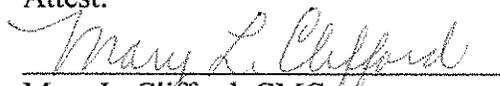
- 12. **CITY ATTORNEY:** No report.
- 13. **COMMUNICATIONS - WRITTEN:** None.
- 14. **ADJOURNMENT:** The Mayor adjourned the meeting at 7:06 p.m.

Approved: June 7, 2016



Casey Tanaka, Mayor
City of Coronado

Attest:



Mary L. Clifford, CMC
City Clerk

Spreckels Center Advisory Committee Regular Meeting

November 10, 2016, 10:30 A.M.
Coronado Boathouse Clubroom

Minutes

1. ROLL CALL: Roger Miller, Wendi Garrison, Orlando Vales, Rob Crenshaw, Francette Roeder, Berie Grobe, Cindi Sanders
2. MINUTES: Review and approval of minutes from October 25, 2016 meeting

M / S / P: Crenshaw/Roeder motion to accept minutes from October 25, 2016 meeting.
3. ORAL COMMUNICATIONS: None
4. DIRECTOR'S REPORT:
The Director presented the following:
 - a) Reviewed office space appointments. Partner organizations requirements for phone and internet.
 - b) Review of existing pool table. Bill Cecil and Cindi Sanders will take pictures to assess condition. Committee recommends the City investigate other options and present information back to Committee.
 - c) Use agreements are in process.
 - d) Bill Cecil updated the Committee on construction progress and anticipated finishes for the Ribbon Cutting. Construction trailer and Senior Association trailer will not be moved for Ceremony. Anticipated occupancy late January or early February.
5. SUPERVISORS REPORT:
 - a) Possible types of bus service for events were presented and will depend on location and duration of journey.
 - b) Reviewed anticipated new classes and programs for Center. Discussed May celebrations (Older American's Month).
 - c) Reviewed facility scheduling for Senior Association activities.
 - d) Discussed Senior Association programming schedule.
6. ACTION ITEMS:
 - a) Change December 8, 2016 regular meeting date.

M / S / P: Miller/Sanders motion to cancel December 8, 2016 meeting date and determine December special meeting date by email.

- b) Reviewed City approved “inverted U” bike racks and anticipated volume of bicyclists – Rob Crenshaw

No action required at this time.

7. FOLLOW UP: None

8. ADJOURNMENT: 12:33 PM

Prepared By:

Approved By:

Sherry McGlaughlin, Office Specialist

Roger Miller, Director of Recreation and Golf