

Agoura Hills/Calabasas Community Center
27040 Malibu Hills Road
Calabasas, CA 91301

November 1, 2020

Calabasas City Council
100 Civic Center Way
Calabasas, CA 91302

Dear Honorable Mayor Alicia Weintraub and distinguished members of the Calabasas City Council:

I am writing to you on behalf of the JPA Board. As you know, we are at a critical juncture as the Agoura Hills/ Calabasas Community Center. Due to L.A. County and State regulations, the Center had to close its doors on March 14, 2020. The JPA Board had to make the difficult decision to close its doors until January 2021 due to financial issues experienced during this closure and due to the lack of revenue coming into the Community Center to be able to reopen or operate. During the time that we have been closed, the Center has had to refund over \$155,000 to patrons for cancelled events, rentals, camps, classes, and membership fees. When the pandemic first began, we kept our full-time staff working remotely on the refunds and preparations for re-opening. When it became clear that the anticipated re-opening was going to be extended for additional months, the JPA Board had to cut costs to not go bankrupt and had the hard task of analyzing the layoffs of every member of the staff. This resulted in furloughs initially and ultimately the layoff of 4 full-time staff and 19 part-time staff, many who had been here for at least 10 years of service. During the summer, we had one additional part-time staff resign from the Community Center. Currently, the Center has only one employee.

Working together with the cities and social media, staff reached out to the public for input on what they would like to see in the future at their local community center. There were not many suggestions received, most focused on getting back into the gym, usage for COVID specific related services, and saving the after-school program. Staff also researched what was offered at numerous other community centers for ways to increase revenue and new opportunities for the public. Staff began working in tandem with the Community Service Directors for both cities analyzing services that could be offered and new revenue stream options during our closure including filming, private rentals, parking lot rentals, and camp and childcare options. Currently, only one source of income is permitted indoors, the operation of camps/childcare. Center staff worked with numerous agencies and companies to try to offer these, however, the final interest was much lower than anticipated and if offered would have added to center losses, so they were not undertaken. The Community Center was able to host the election while covering the costs of opening part of the building, the utilities, staff costs, and cleaning fees and supplies.

During the closure, the JPA Board, Center staff, and City staff have worked on reducing costs, restructuring the staff upon reopening to reduce operational expenses, simplifying the fee and membership structures, and starting to rebrand the Community Center for 2021 and beyond. Staff held numerous committee meetings, JPA Board meetings, and meetings with City staff, to finalize these recommendations. The Center will be changing the previous top-heavy staffing model to a very streamlined and mostly part-time staffing model to keep costs down until we can resume full operations and add one additional full-time staff. This approach saves \$240,000 in full time salaries and benefits. There is a table attached that breaks down the salaries and costs for each position being proposed when we first reopen and during the first year including the executive director position.

In order to address the multiple staff that performed maintenance services and to help provide post-pandemic services to the standard our facility will need, the Board is recommending that the Community Center put together an RFP for contracted maintenance services. The agreement would include daily cleaning and the supplies. By switching to this method, the center could save over \$40,000 annually in supplies, salaries, and benefits.

The JPA Board is also recommending an incremental approach to reopening; limiting staff needs, classes, programs, and center hours to help us adjust to the limitations required by regulations that greatly reduce the revenue and operating capacities at the center. As the City of Calabasas is more than aware, these revenue projections continue to be very fluid as changes in health order or restrictions seem to occur daily. Reinventing the entire Center’s business model to be more self-sufficient is the ultimate goal for the center, however, given the current state of affairs and the known restrictions in areas that have been able to reopen, the Center’s high costs to operate will not be covered immediately by anticipated revenues. The Center continues to explore partnership opportunities and potential private rentals for different areas of the Community Center. Attached to the report are multiple charts including a chart of the current monthly costs during our closure, the monthly costs as we begin to reopen, the revenue anticipated with the phased opening approach, and a very preliminary proposed FY 2021-22 budget.

When it comes to Capital items, the Community Center is in a grave need of some urgent funding for the Gymnasium Roof project. The roof which has been leaking for numerous years, needs to be addressed in order to fully use the facility, work with an interested party in repairs to the gym floor and scoreboards, and to be able to utilize the L.A. County Grant of \$166,000 for the roof project (which has been extended twice). There are multiple other Capital Improvements that may come up soon due to small fixes being made over the past twenty years. These small fixes did the job at the time they were done; however, many systems can no longer be simply fixed or are so outdated they no longer make them and will need replacing soon. Attached is a list of these items (we are obtaining current quotes for how much they may run which will be shared with the City Council when we have them all). The building is owned by the two cities and the hope is that the building’s Capital Improvements can be moved to the cities to add to their own Capital Improvement budgets and plans (split between the cities) going forward. Below are the details regarding the most urgent project, the gymnasium roof replacement.

Project	Upfront Costs to the Two Cities	L.A. County Grant to Reimburse Once Completed	Final Costs to Both Cities	Split Between the Two Cities
Gymnasium Roof	\$405,050	\$166,000	\$239,050	\$119,525

To make things as clear as possible we have inserted a small table below regarding the anticipated operational costs and revenue for FY 2021/22 if we are closed or if we are to reopen in small phases and how much is anticipated to be needed by the end of FY 2020/21 based on the proposed reopening plan. The anticipated revenue for FY 2020/21 is assuming that indoor fitness will resume at a smaller capacity, winter and spring breaks will be occurring, and that we will have a steady customer base for fitness when we re-open. If any of these things do not occur the revenue will be less.

Fiscal Year	Anticipated Costs	Anticipated Revenue	Less Cash and Savings	Anticipated Need From the Cities	Split Total
FY 2020/21 Remaining Closed	\$454,700	\$131,457	\$313,979	\$20,000 (to accommodate for any small emergency)	\$10,000
FY 2020/21 Phase 1 Reopening	\$583,696	\$211,457 to \$229,457	\$313,979	\$68,300 to \$50,260 (to accommodate a small emergency)	\$34,150 to \$25,130
FY 2021/22	\$1,212,269	\$755,000	0	457,269	\$228,635

As a friendly reminder, there are annual fees that the City does pay the Center. These are included in the revenue totals above, however the split totals do not include these annual dollars. Each City has graciously supplied the Center with \$50,000 annually to help offset operational costs over the years. In addition, the cities cover the legal costs for the center. There is one other area which both cities agreed to help support, the Center's OPEB obligation at a rate of \$15,000 each year. Until last spring, the Center did not have a place to place those funds. We have established a PARS account to hold these funds for the Community Center, but this establishment has taken a few years. The outstanding amount per city is \$45,000 as of the FY 2020-21. After the large first payment, there will be a \$15,000 contribution annually. The FY 2021/22 estimations include the full \$60,000 from each City if no payments occur before that date. This amount may go down after a new analysis with only one or two employees on staff.

Sincerely,



Brianne Anderson

Executive Director, Agoura Hills/Calabasas Community Center on behalf of the JPA Board

Attachments enclosed:

- A) Monthly budget if the center remains closed
- B) Monthly budget if the center reopens its door
- C) Preliminary FY 2021-22 Budget
- D) Staffing Costs and Chart
- E) List of capital items and anticipated costs, if any

Chart A: Anticipated Monthly Expenses- Bare Minimum during closure year to date

Staffing Costs	
Executive Director	\$8,500
PERS Retirement	\$1,379
Auto Allowance	\$254
Health and Vision	\$1,561
Dental	\$175
Life	\$25
Disability	\$97
Medicare	\$120
Sub-Total Staffing Costs	\$12,111
Monthly Bills	
Edison	\$3,900
So Cal Gas	\$150
LVMWD	\$850
Pest Control	\$227
Landscaping	\$450
Maintenance (Bare Minimum)	\$252
Water Bottle Unit	\$77
ATT	\$290
Charter/Spectrum	\$125
Merchant Fees	\$0
Canon Monthly Copier	\$245
TCF Lease Equipment Monthly	\$1,367
Legal	\$2,000
Postage	\$75
Office Supplies	\$100
Custodial Supplies	\$150
Maintenance Repairs	\$500
Building Repairs	\$500
ADP Payroll Processing	\$900
Special Supplies	\$50
Reimbursement for legal fees	-\$2,000
Sub-Total Monthly Bills	\$10,208
Quarterly Payments (3 more times before end of year)	
Canon Copier Usage	\$115
Global Security	\$105
Pyro Comm Fire Monitoring	\$105
Ontario Refrigeration	\$1,429
Canon Base Charge	\$80
Pronto Gym	\$495
California Fitness Source	\$207
AED Maintenance	\$155
Sub-total Quarterly Payments	\$2,691
Anticipated Remaining Unemployment Payments	
Full Time (3)	\$10,350
Part Time (13)	\$8,159
Sub-Total	\$18,509
Large One Time Payments Remaining for 2020/21 Year	
Fire Alarm Testing and Maintenance (1 payment remaining)	\$1,133
Cal JPIA Liability and WC (1 payment left)	\$12,904
PERS Unfunded Liability	\$41
Financial Audit	\$5,800
Fund Balance Software	\$3,638
Active Annual Subscription Fee	\$5,400
GASB 68 Report	\$3,000
State Controller Report	\$1,000
Graham Company Emergency Lighting 2nd payment 20/21 year	\$1,020
Graham Company Emergency Lighting 1st payment for 2021/22 year	\$1,020
Property Tax	\$650
GASB 75	\$2,500
Sub-Total	\$36,973
Reimbursement for legal fees	-\$2,000
Payments due by end of year (quarterly, one time, and unemployment)	\$58,173
Monthly Payments Bills (includes reimbursement of legal fees)	\$10,208
Monthly Payments Staff	\$12,225

Chart B: Anticipated Monthly Expenses- Bare Minimum upon reopening Phase 1		
Staffing Costs		
Executive Director	\$8,500	
Part Time Staff	\$9,060	This is the high end of both pay scales for 1 specialist, 1 office assistant, 5 rec leaders
PERS Retirement	\$1,379	
Auto Allowance	\$254	
Mileage	\$83	
Health and Vision	\$1,561	
Dental	\$175	
Life	\$50	
Disability	\$97	
Medicare	\$300	
Sub-Total Staffing Costs	\$21,459	
Monthly Bills		
Edison	\$3,900	
So Cal Gas	\$440	
LVMWD	\$850	
Pest Control	\$227	
Landscaping	\$450	
Maintenance Contracted	\$5,850	Assuming the higher contract amount
Water Bottle Unit	\$77	
ATT	\$290	
Charter/Spectrum	\$250	
Satellite Radio	\$25	
Merchant Fees	\$4,000	
Canon Monthly Copier	\$245	
TCF Lease Equipment Monthly	\$1,367	
Legal	\$1,667	
Postage	\$200	
Office Supplies	\$500	
Custodial Supplies	\$500	
Maintenance Repairs	\$500	
Building Repairs	\$500	
ADP Payroll Processing	\$1,288	
Special Supplies	\$150	
Fitness Supplies	\$83	
Reimbursement for legal fees	-\$2,000	
Sub-Total Monthly Bills	\$21,359	
Quarterly Payments (4 times a year)		
Canon Copier Usage	\$300	
Global Security	\$105	
Pyro Comm Fire Monitoring	\$105	
Ontario Refrigeration	\$1,429	
Canon Base Charge	\$80	
Pronto Gym	\$495	
California Fitness Source	\$207	
AED Maintenance	\$155	
Sub-total Quarterly Payments	\$2,876	
Unemployment Payments		
Full Time	\$2,000	Put in a placeholder in case
Part Time	\$3,000	
Sub-Total	\$5,000	
Big payments due annually		
Fire Alarm Testing and Maintenance (2 payments per year)	\$2,266	
Cal JPIA Liability and WC	\$78,100	back to having more employees- will increase dramatically (in 2021/22)
Alliant Crime	\$900	
Cal JPIA Property	\$21,000	
PERS Unfunded Liability	\$30,000	
GASB 68 PERS Report	\$750	
Financial Audit	\$5,800	

Fund Balance Software	\$3,638	
Active Annual Subscription Fee	\$5,400	
GASB 68 Report	\$3,000	
State Controller Report	\$1,000	
Graham Company Emergency Lighting 2nd payment 2020/21 year	\$1,020	
Graham Company Emergency Lighting 1st payment for 2021/22 year	\$1,020	
Property Tax	\$650	
Sales Tax	\$500	
GASB 75	\$2,500	
Sub-Total	\$157,544	
Reimbursement for legal fees	-\$2,000	
New Monthly Bills Total Staffing Plus Operational	\$42,818	
Unemployment plus Quarterly	\$16,504	

Chart C Proposed Budget FY 2021/22						
Income/Revenue	Account Name	FY 2019/20 Adopted	FY/2019/20 Year End	FY 2020/21 Adopted	FY 2021/22 Proposed	
100-0000-3001	Health Memberships	608,000	288,599	0	210,000	
100-0000-3003	Fitness Drop ins	65000	33043	0	33,000	
100-0000-3005	Personal training	10000	6250	0	5,000	Assuming less trainers and trainees to start
100-0000-3101-3106	Rentals	241,000	137,268		100,000	Assuming we will not be able to do large right away (further analysis is coming) and 2 leagues are able to resume use
100-0000-3009-3111	Drop in Athletics	15,000	12081	0	15,000	Increasing fees and opporunities
100-0000-3200.01	Camps	160,000	81,676	0	90,000	Assuming 12-15 kids per room
100-0000-3201	Rec Classes	70,000	44,023	0	45,000	Assuming virtual and smaller class sizes and less classes per week
100-0000-3401-3406	Rock Wall	8,200	3825	0	2,000	Assuming we cannot reopen right away
100-0000-3501-3509	Misc	42,500	7378.69	85,000	15,000	May drastically increase through CCA but no data yet to record
100-0000-3500	City Agoura Hills/ Calabasas Contributions	100,000	100,000	100,000	100,000	
	Legal Fees		21,846.32	6,000	20,000	
	OPEB	90,000	0	0	120,000	
Grand Totals				106,000	755,000	
Expenses						
Admin 4700	Account Name	FY 2019/20 Adopted	FY/2019/20 Year End	FY 2020/21	FY 2021/22 Proposed	
100-4700-5101	Regular Salaries	105,000	85,000	102,000	176,839	1 ED and 1 FT Coordinator
100-4700-5102	PT Salaries	38,750	35,000.00	33,600	148,930	1 Office Assistant, 3 specialists, 5 rec leaders
100-4700-5103	Auto Allowance	3,600	2792.46	3,046.32	3,050	
100-4700-5107	PERS	24,514	23,143.30	39,576	62,344	Including unfunded liability
100-4700-5108	Health/VSP	18,420	15,534	24,225	29,300	2 FT employees
100-4700-5109	Dental	2,112	1754	2,170.00	4,200	
100-4700-5110	Life Insurance	500	209	348	480	
100-4700-5111	Disability	1,250.00	969	1,198.00	2,080	
100-4700-5112	Medicare	1,523.00	1,786.00	2,210	5,000	
100-4700-5200	OPEB Obligation	90,000	0	0	120,000	
100-4700-5420	Office Supplies	5,000	2,986.21	1,200	6,000	
100-4700-5421	Postage	7,500	850	900	2,400	
100-4700-5424	Special Supplies	8,000	5700	600	4,500	
100-4700-5429	Rents/Leases	10,000	8200	8,768.92	6,850	

100-4700-5431	Mileage	100	326.72	120	1,000	
100-4700-5437	JPA Insurance	80,920	79750	39,093	100,000	
100-4700-5438	Unemployment	1,000	29,000	43,205	5,000	
100-4700-5440	Merchant Fees	40,000	32,513		47,000	
100-4700-5442	Payroll Services	12,000	13,176	9,600	15,450	
100-4700-5450	Bad Debt	0	800	0	1,000	
100-4700-5500	Covid19 Expenses	0		2,478	2,500	
100-4700-5510	Professional Services	25,000	50,301	45,796	50,000	
100-4700-5511	Marketing	15,000	1,731	0	4,000	
		490,189	391,522	360,134	797,923	
Fitness 4810						
100-4810-5422	Fitness Supplies	3000	504	0	1,000	
100-4810-5424	Special Supplies	3500	1470	0	4,800	
100-4810-5429	Rents/Leases	16,272	16272	12,204	16,404	
100-4810-5510	Professional Services	3,500	3600	3,421.88	4,000	
100-4810-5513	Fitness Services	82,500	56,111	0.00	65,000	Assuming less classes offered annually and restructure of our programming offered costs.
		19,772	19,872.00	15,626	91204	
Rentals 4820						
100-4820-5514	Security Services	7,500	9,000.00	0	6,000	Assuming we do have a few larger ones in the new year.
Classes/programs/events 4825						
100-4825-5424	Special Supplies (Events)	15,000	22,000.00	0	10,000	Assuming we do one in 2021/22
100-4825-5520	Contract Instructors	161,000	142,000.00	0	100,000	Assuming certain classes will not be able to come back and smaller capacities (also reflected in the coordinating revenue)
		176,000	164,000.00	0	110,000	
Maintenance 4850						
100-4850-5424	Special Supplies	500	500	0	1,500	
100-4850-5425	Custodial Supplies	26000.00	13330.21	1800	6,000	
100-4850-5427	Communications	6000.00	6504.8	4,919.76	6,780	
100-4850-5428	Utilities	95000.00	70,000	42,000	70,000	
100-4850-5430	Maintenance Repairs	18000.00	\$5,061	\$6,000	15,000	
100-4850-5510	Professional Services	35000.00	41,000	20,262	80862	
100-4850-5512	Landscape Services	12500.00	6170	5400	10,000	
100-4850-5683	Equipment	2500.00	4200.37	0	5,000	
		195500.00	146,766	80,382	195142	
Building Repair Fund						
500-4880-5662	Building Repairs	312464	1949.56	1000	12,000	
Grand Totals		1,025,425	569,110	457,142	1,212,269	

			Anticipated Revenues	755,000		
			Operating Costs	1,212,269		
			Total Forecast Operational Loss	-457,269		
			Amount of Proposed City Contributions			
			Annual Fees	100,000	Current Amount of City Support	
			City Legal Fee Reimbursement	20,000	Average cost	
			OPEB Contributions	120,000	(\$15,000 per year per city for 4 years)	
				240,00		
			Total Loss Before City Contribution	-697,269		

Chart D Staffing Breakdown	Monthly Salary	Annual Salary	Monthly Benefits	Annual Benefits	Monthly Medicare	Annual Medicare	Annual Costs
Executive							
Director	\$8,500	\$102,000	\$2,112	\$25,344	\$123	\$1,479	\$128,823
FT CS Coordinator	\$5,547 to \$6,926	\$66,560 to \$83,117	1,341	16,092	80 to 100	\$1,040 to \$1,300	\$83,692 to \$100,509
Permanent CS							
Coordinator (29 hours)	\$4,021 to \$5,022	\$48,256 to \$60,260	1,341	16,092	58 to 73	754 to 949	\$66,638 to \$78,642
PT CS							
Coordinator (19 hours)	\$2,635 to \$3,290	\$31,620 to \$39,480			38 to 48	494 to 624	\$32,114 to \$40,104
Rec Specialist	\$1,531 to \$1,909	\$18,367 to \$22,912			22 to 28	\$286 to \$364	\$18,653 to \$23,276
Office Assistant (1)	\$1,254 to \$1,566	\$15,047 to \$18,792			18 to 23	234 to 299	\$15,281 to \$19,091
Rec leader (1)	\$1,070 to \$1,266	\$12,844 to \$15,195			16 to 18	208 to 234	\$13,052 to \$15,429
Rec leader (5)	\$5,350 to \$6,330	\$64,220 to \$75,960			78 to 92	1014 to 1,196	\$65,234 to \$77,156

Severance	Payouts as of 10/30/2020	Benefits due if Laid off	Unemployment	Total costs if Laid Off as of 10/30/20
\$17,000	\$5,600	\$4,320	\$11,700	\$38,620

Chart E	Anticipated Costs If Known	L.A. County Grant Funding	Up Front Costs for the two cities
Capital Items			
Gymnasium Roof	405,050	\$166,000	\$405,050
Remaining Roof			
Plumbing			
HVAC Control System			
Intercom System			
Video Camera System			
Basketball Hoops Wiring System	\$6,000		
Scoreboards	\$2,000 to \$6,000 each		
Basketball Floor	\$50,000 to \$60,000		
Tree Trimming			
Parking Lot Overlay			
Parking Lot Lighting	\$30,000 to \$45,000		
Electrical Systems			
A/V System/ Sound System	\$40,000		
ADA Doors	\$30,000 to \$50,000		
	\$563,050 to \$612,050		

Final Cost for the Cities	Costs divided by half for an even split
\$239,050	\$119,525

\$3,000
\$1,000 to \$3,000 each
\$25,000 to \$30,000

\$15,000 to \$22,500

\$20,000
\$15,000 to \$25,000
\$281,525 to \$306,025