

**City of Costa Mesa**

**Senior Center Organizational and Operational  
Review**

**November 2013**

**Management  
Partners**







November 27, 2013

Mr. Tom Hatch  
Chief Executive Officer  
City of Costa Mesa  
77 Fair Drive  
Costa Mesa, CA 92626

Dear Mr. Hatch:

Management Partners is pleased to transit this report containing the results of our analysis of the Costa Mesa Senior Center. The purpose of this study was to review the operations of the Senior Center and make recommendations to enhance its efficiency and effectiveness.

The Costa Mesa Senior Center is operated by a non-profit organization called the Costa Mesa Senior Corporation (CMSC). This organization is a separate non-profit entity from the City. However, this service is operated out of a City facility and the City provides both direct and in-kind funding to support this operation. Thus, this review is from the perspective of an organization that provides funding and a facility for this operation.

This report contains 15 recommendations to enhance the efficiency and effectiveness of services. These recommendations range from the City renegotiating the current agreement with CMSC to address operational issues to the City asking the CMSC Board of Directors to immediately address the fiscal crisis facing the center this year. Because of the City's unique position in not having control over the operations, many of these recommendations will only be able to be implemented through the negotiation of a new agreement between the City and CMSC.

Sincerely,

A handwritten signature in black ink, appearing to read "Gerald E. Newfarmer".

Gerald E. Newfarmer  
President and CEO



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## Table of Contents

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<b>Executive Summary .....</b>	<b>1</b>
<b>Methodology.....</b>	<b>3</b>
Document Review .....	3
Interviews.....	4
Best Practices.....	4
Benchmarking.....	5
<b>Background .....</b>	<b>6</b>
Governance .....	6
Staffing.....	7
City Funding for CMSC .....	8
<b>Analysis and Recommendations.....</b>	<b>10</b>
General Operations .....	10
<i>Agreement.....</i>	<i>10</i>
Membership, Programs, Participation and Services .....	12
Fiscal Analysis, Financial Reporting and Fund Development .....	16
Governing Board .....	18
Staffing and Accountability .....	18
<i>Evaluations .....</i>	<i>18</i>
<i>Job Descriptions .....</i>	<i>19</i>
<b>Conclusions.....</b>	<b>21</b>
<b>Attachment – List of Recommendations.....</b>	<b>22</b>
<b>Appendix – Senior Center Agreement.....</b>	<b>23</b>

## Tables

---

Table 1.	Peer Agencies.....	5
Table 2.	Peer Agencies Comparison of Full-time Senior Operations Staff.....	8
Table 3.	City In-Kind Services/Additional Funding for CMSC FY 2013-14.....	8
Table 4.	Comparison of CMSC Program Participants, Hours Volunteer/Worked, and Social Participation between FY 2008-09 and FY 2011-12 .....	12
Table 5.	CMSC Membership Revenue from FY 2008-09 to FY 2012-13 .....	13
Table 6.	Peer Agencies Senior Center Program Statistics FY 2011-12.....	13
Table 7.	CMSC Cash Balance June 30, 2011 to June 30, 2014 (Projected) .....	16

## Figures

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Figure 1.	CMSC Organization Chart.....	7
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## Executive Summary

The City of Costa Mesa retained Management Partners to conduct a review of the operations of the Costa Mesa Senior Center to enhance its efficiency and effectiveness. Our review involved conducting interviews, reviewing documents, and performing benchmarking with peer agencies.

The Costa Mesa Senior Center is operated by a non-profit organization, the Costa Mesa Senior Corporation (CMSC), which is a public benefit corporation exclusively for charitable purposes. On October 3, 1988, the Costa Mesa City Council authorized the formation of the Costa Mesa Senior Corporation. The 1988 Memorandum of Understanding (MOU) executed between the City of Costa Mesa and the Costa Mesa Senior Citizen Corporation identified the CMSC as the lessee, and the party that was to maintain and operate a senior citizens facility.

In 1991, the City entered into a five-year agreement with the Costa Mesa Senior Corporation for the use of the City building. The current agreement, executed July 1, 2010, between the City and the Costa Mesa Senior Corporation expires on June 30, 2015.

It is clear from our analysis that both the City and CMSC share the goal of providing quality senior programs and services to the community. However, the existing agreement between the City and CMSC is a tenant agreement and not an operating agreement. The fact that the CMSC is a separate entity from the City makes the City's ability to make changes to the current operations challenging. Nevertheless, Management Partners identified 15 areas which, if implemented, will enhance the level of senior services provided to the community.

The most important recommendation is for the City to immediately begin negotiating with CMSC to amend the current tenant lease agreement to include operational expectations and performance standards. This report details the suggested items that should be included in a new agreement, such as a requirement that the CMSC be accredited by the National Council on Aging, training for Board members, and an annual evaluation of the executive director.

Although outside the control of the City, this report makes additional recommendations about issues the Board should be encouraged to address. Most serious are the immediate fiscal issues facing CMSC. The CMSC treasurer is projecting that the general fund reserve could be depleted at the end of this fiscal year. Thus, it is critical for CMSC to review all revenue and expenditures immediately to address these issues.

Management Partners believes the implementation of these recommendations will enhance the services the senior center provides to the community. However, because the operations of the senior center are controlled by a non-profit entity and not the City, both parties will have to work together to achieve the desired goals. Through the renegotiation of the agreement between the City and CMSC and the cooperation between the parties to implement these recommendations service delivery can be enhanced.



## Methodology

Management Partners used a variety of analytical and management techniques in completing this study. They included reviewing documents, conducting interviews, and applying best practices in delivering senior programs. Each is briefly described below.

### ***Document Review***

During the course of this review, Management Partners analyzed numerous documents related to the operation of the senior center. Management Partners' team members were only able to review the limited information about operations because obtaining documents from the Senior Center was challenging and caused delays. The documents that Management Partners was able to obtain and review include the following:

- Agreements
- Annual Program Reports
- Bylaws of Costa Mesa Senior Corporation, and Albert Dixon Foundation
- Employee Policy and Procedural Manual
- Independent Auditor's Report June 2012
- Job descriptions
- Costa Mesa Senior Corporation Board of Directors Minutes
- National Council on Aging NISC Standards for Senior Centers
- Profit/Loss Summary Statements FY 2008-09 to FY 2012-2013
- Senior Mobility Transportation Reports
- Senior Center Survey of Surrounding Cities
- CMSC Strategic Plan 2007-2009

## ***Interviews***

Management Partners' team members conducted a total of 26 interviews to gain an understanding of senior center operations, as well as strengths and opportunities for improved efficiency. Interviews were conducted with City elected officials, City staff, and CMSC Board members and staff. General themes that emerged during the interviews include the following:

- Recurring budget challenges over the last several years.
- CMSC's full-time staff have not had a salary increase in six years.
- Some Board members do not have an understanding of their role on the board and they lack the training to be effective.
- The Board lacks accountability and transparency.
- Lack of leadership by the CMSC Executive Director.
- The relationship between the CMSC Board, CMSC staff, the City Council and the City's appointed representatives is adversarial.
- The City does not have a clear understanding of the role, relevance, and the challenges faced by nonprofit organizations, and senior programs and services.
- No written procedures exist to address senior complaints.
- CMSC staff hesitates or is reluctant to do the following:
  - Provide information requested by Board members
  - Proactively seek feedback from seniors and report staff's decisions to the Board and/or grantors
  - Be receptive to suggestions of others
  - Advise the Board or Executive Committee effectively and proactively
  - Analyze trends in service delivery

## ***Best Practices***

Management Partners' team members applied their knowledge of best practices in senior center operations to develop recommendations to improve the efficiency and effectiveness of these operations in Costa Mesa.

## **Benchmarking**

Financial and organizational benchmarking is used to identify where an agency stands in comparison with similar organizations. It is useful to determine whether an agency is at the polar ends of the scale or somewhere in the middle, and it is especially useful in identifying reasons that others may be more efficient in performing the same operations.

Management Partners identified four cities with whom to compare the City of Costa Mesa's senior center operations. Table 1 shows the peer cities and their populations.

*Table 1. Peer Agencies*

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<b>Peer City</b>	<b>Population (January 2013)</b>
<b>Fullerton</b>	138,251
<b>Irvine</b>	231,117
<b>Newport Beach</b>	86,436
<b>Orange</b>	138,792
<b>Costa Mesa</b>	111,358

*Source: State of California Department of Finance*

It is important to note that every municipal agency is unique and attempts to compare are always imprecise. We caution that any comparison is ultimately “apples to oranges,” as each city is different in its make-up and organizational structure. Still, benchmarking helps to provide a general overview of what and how different senior center operations are being provided and identifies specific areas within cities where best practices are being implemented for these services.

## Background

The City of Costa Mesa is located in Orange County, California. The City encompasses a total of 16 square miles and has an estimated population of over 111,000 (as of January 2013) according to the State Department of Finance.

As mentioned previously, the Costa Mesa Senior Center is operated by a non-profit organization, the Costa Mesa Senior Corporation (CMSC), which is a public benefit corporation exclusively for charitable purposes. The CMSC received its incorporation from the Internal Revenue Service on January 27, 1987, and its nonprofit status on January 29, 1987, from the State of California's Secretary of State.

On October 3, 1988, the Costa Mesa City Council authorized the formation of the Costa Mesa Senior Corporation. A 1988 Memorandum of Understanding (MOU) was executed between the City of Costa Mesa and the Costa Mesa Senior Citizen's Corporation. The MOU identified the CMSC as the lessee, and the party that was to maintain and operate a senior citizens facility.

The agreement indicated that the City would finance the construction of a 20,000 square foot facility and that the City would provide interim funds of \$100,000 per fiscal year for a period of four years commencing on July 1, 1988.

In 1991, the City entered into a five-year agreement with the Costa Mesa Senior Corporation for the use of the City building. The current agreement, executed July 1, 2010, between the City and the Costa Mesa Senior Corporation governs the tenant relationship, and term of the agreement. It expires on June 30, 2015.

### **Governance**

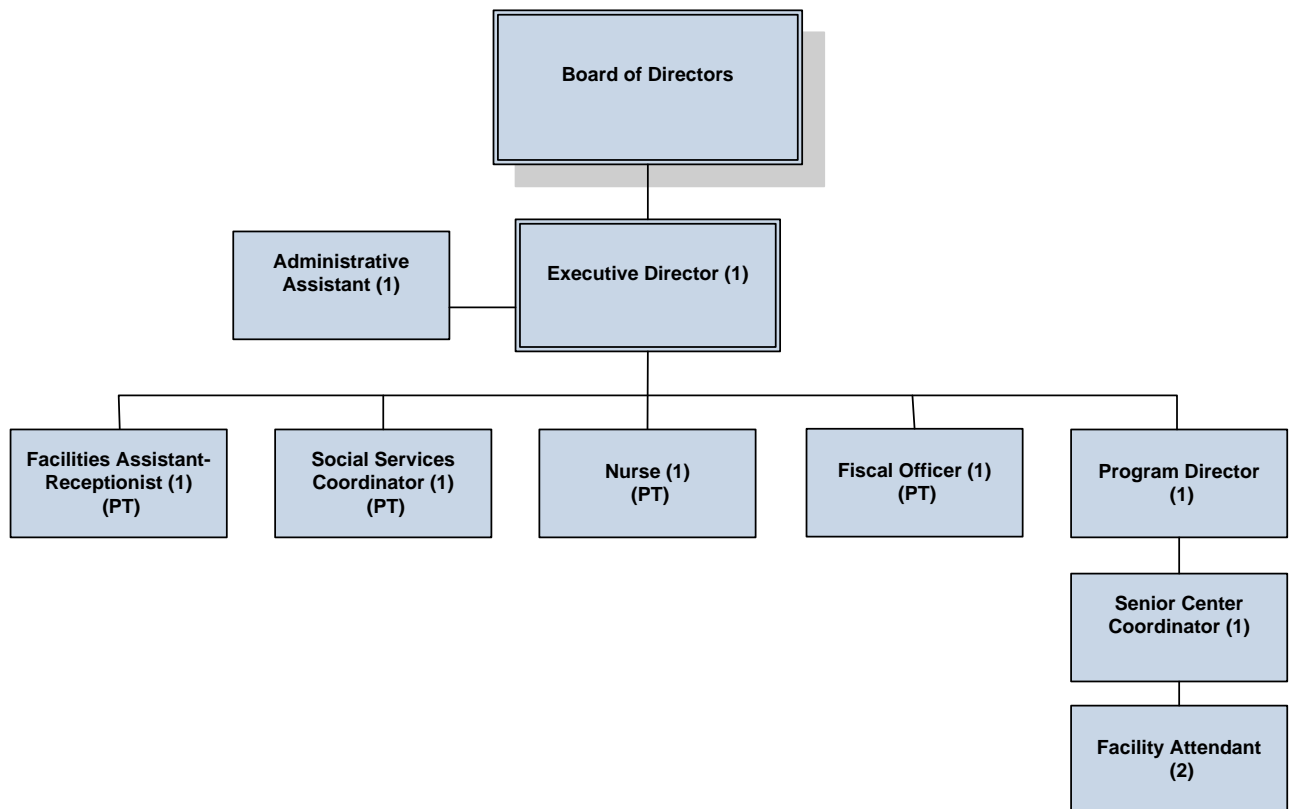
Costa Mesa's Senior Center operations are governed by a Board of Directors (Board). The Board is comprised of not more than 17 nor less than 11 members.

The Board president, vice president, treasurer, and secretary are Board members and also constitute the Executive Committee. Up to three members of the Board of Directors are appointed by the Costa Mesa City Council and may be Council members themselves.

## Staffing

Six full-time and three part-time staff members are responsible for the day-to-day operations of the Senior Center. Figure 1 shows the CMSC organization.

Figure 1. CMSC Organization Chart



The full-time positions include the executive director, administrative assistant, program director, senior center coordinator and two facility attendant positions. The part-time positions include the facilities assistant receptionist, social services coordinator, nurse, and fiscal officer.

Table 2 compares the full-time staffing levels with peer agencies.

Table 2. Peer Agencies Comparison of Full-time Senior Operations Staff

City	Senior Center Full-Time Staff
Irvine	8.00
Newport Beach	6.00
Costa Mesa	6.00
Orange	5.00
Fullerton	2.00
Peer Average (without Costa Mesa)	5.25

The average full-time senior center staff among the peer agencies is 5.25; Costa Mesa has 6 full-time staff. When compared with an agency that contracts senior services with a nonprofit (City of Orange), Costa Mesa has one additional full-time senior center staff member than Orange. Thus, although the staffing level for Costa Mesa is higher, it is still very close to the average of those agencies that provide senior services in-house and the agency that contracts for the service.

### City Funding for CMSC

Based on the agreement between the City of Costa Mesa and the CMSC, the City provides \$240,000 per year to support Senior Center operations with an increase of \$5,000 annually based on economic conditions; however, the term “economic conditions” is not defined in the agreement. Table 3 shows the City’s estimate of additional in-kind services or funding provided to CMSC in fiscal year (FY) 2013-14.

Table 3. City In-Kind Services/Additional Funding for CMSC FY 2013-14

City In-Kind Services/Additional Funding Provided to CMSC	FY 2013-14 Estimated Costs
Printing of the Chronicle (bi-monthly newsletter)	\$ 4,000*
20% Match for the Senior Mobility Program with OCTA	\$ 24,000
Senior Mobility Expenses	\$ 75,000
Landscape maintenance, building maintenance and janitorial service	\$121,685
Rent	\$296,460
CDBG Funding from the City	\$ 10,000
Property tax	\$ 4,425
<b>TOTAL</b>	<b>\$535,570</b>

\*Does not include City staff time for printing, editing, etc.

As Table 3 shows, the City estimates providing the CMSC with \$535,570 of in-kind services or funding during FY 2013-14. This is in addition to the \$240,000 provided each year to support the Senior Center's operating expenses.

## Analysis and Recommendations

This section contains Management Partners' analysis and recommendations regarding senior services. It is divided into the following subsections.

- General Operations
- Membership, Programs, Participation and Services
- Fiscal Analysis, Financial Reporting and Fund Development
- Governing Board
- Staffing and Accountability

Each section describes the manner in which services are currently being provided and details opportunities for improved efficiency through either competitive sourcing or other practices.

### ***General Operations***

#### **Agreement**

When the CMSC was formed, it became a legal non-profit organization with charitable purposes solely responsible for the operations of the senior center. The agreement between the City and the CMSC (Appendix) is primarily a tenant/lease agreement with some data reporting requirements for CMSC and a delineation of financial payments from the City.

The structure of the current agreement does not give the City the ability to hold CMSC accountable to any standards nor does it have the authority to regulate their senior services and program operations. If the City desires to include performance or operational standards in the agreement, then the agreement between the City and CMSC must be amended. Since the current tenant/lease agreement expires in June 2015, discussions to amend the agreement need to begin immediately.



**Recommendation 1. Commence negotiations immediately with CMSC to amend the tenant/lease agreement to include an operations agreement for senior center programs and services.**

The CMSC is not currently accredited by the National Council on Aging. Section 8, Programs and Services, of the agreement states, "Tenant shall design and present recreational, cultural and social programs for senior citizens on a non-discriminatory basis compatible with the standards recommended for the operation of a senior citizens facility developed by the National Institute of Senior Citizens (NISC) of the National Council on Aging. Accreditation with the NISC is not a requirement of this contract." However, accreditation has substantial value for a senior center, as it:

- Results in national recognition as an accredited Senior Center.
- Provides a written strategic plan.
- Assists in determining outcome measurements.
- Heightens awareness of Senior Center activities to funders, community persons, participants, and families.
- Improves and enhances the Senior Center by ensuring the operations meet certain standards or criteria.
- Highlights best practices.

The cost for accreditation is estimated at \$1,900 for operating budgets between \$500,000 and \$1M. This is a minimal cost for the important benefits that this membership would provide to the organization.

Section 8b also stipulates that the "Annual Program Report shall reflect how CMSC programs are compatible with NISC Standards." Therefore, the new operating agreement should continue to require that the CMSC describe in the Annual Program Report its status in regard to meeting the nine self-assessment standards as outlined by NISC and provide proof of accreditation with the NISC.

**Recommendation 2. Require that the CMSC be accredited by the National Council on Aging to ensure that a non-affiliated and qualified organization is assessing the quality of programs, services, the corporation and facility.** This will need to be negotiated as part of the new operating agreement.

## **Membership, Programs, Participation and Services**

The cost to be a member of the Senior Center is \$20 per individual for one year and \$35 per individual for two years or \$35 per household for one year and \$55 per household for two years. Membership is not a mandatory requirement. The member benefits are:

- Bi-monthly issues of *The Chronicle* mailed ONLY to members.
- Discounts on activities and events such as the Luau and holiday events.
- Discounts on computer classes.
- Discounts on travel trips.
- Membership card with emergency contact information

Overall, the membership fee provides an incentive to seniors to receive savings if they participate in programs and they want to directly receive *The Chronicle*. There was 44% drop in senior membership between June 2006 and June 2013, even though the senior population for age groups 55 to 64 and 85 and older increased by 17% between 2006 and 2010.

Table 4 shows the changes in program participation, hours volunteered/ worked, and social club participation from FY 2008-09 to FY 2011-12. This information was obtained from the Annual Program Reports provided by the CMSC.

*Table 4. Comparison of CMSC Program Participants, Hours Volunteer/Worked, and Social Participation between FY 2008-09 and FY 2011-12*

	FY 2008-09	FY 2011-12	Percent Change
<b>Program Participants</b>	48,260	38,763	-20%
<b>Hours Volunteered/Worked</b>	23,556	15,264	-35%
<b>Social Club Participation</b>	3,562	5,882	+65%

Table 4 indicates that participation in programs decreased by 20% and volunteer hours decreased by 35% when compared with FY 2008-09 and FY 2011-12. At the same time, social club participation increased by 65% due to increased attendance at Alcoholics Anonymous (AA) meetings.

The decrease in program participation and hours volunteered/worked is significant. It is therefore important to assess the current needs and expectations of the Costa Mesa senior community regarding senior programs and services. This feedback will help determine if the needs are being met, and/or if the CMSC has enough financial resources to serve the senior population.

Table 5 shows the CMSC membership revenue from FY 2008-09 to FY 2012-13.

Table 5. CMSC Membership Revenue from FY 2008-09 to FY 2012-13

	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13
<b>Membership Revenue</b>	\$23,392	\$21,363	\$19,539	\$15,935	\$20,124
<b>Percent Change</b>		-9%	-9%	-18%	26%

Source: Independent Auditor's Report - Wilson Morgan LLP.

Revenue from membership has steadily decreased since FY 2008-09 with the exception of a 26% increase from FY 2011-12 to FY 2012-13. This specific increase was due to Bethel Towers Senior Housing purchasing approximately 210 memberships for all tenants because of construction occurring at their residence. Bethel Towers is located across the street from the Costa Mesa Senior Center building. The decrease in revenue membership in years other than FY 2012-2013 is significant. It is clear that the membership program needs to be a priority of the CMSC's Board for the coming year especially as it relates to the cost of membership and incentives for becoming a member.

**Recommendation 3. Encourage the CMSC Board to update the membership dues structure and benefits of membership.**

Table 6 compares general senior center programs by category and the number of programs offered within each category for Costa Mesa and the peer agencies for FY 2011-12.

Table 6. Peer Agencies Senior Center Program Statistics FY 2011-12

	Costa Mesa	Newport Beach	Fountain Valley	Fullerton	Tustin	Average (without Costa Mesa)
Health and Fitness	13	21	15	11	10	14
Music and Dancing	4	9	1	4	7	5
Social Groups	2	5	1	2	5	3
Personal Enrichment	8	18	4	5	4	8
Creative Workshops	9	12	3	3	11	7
Computers	12	12	1	1	7	5
Fun and Recreation	10	12	6	7	7	8
Social Services Programs	26	19	12	13	17	15
<b>TOTAL</b>	<b>84</b>	<b>108</b>	<b>43</b>	<b>46</b>	<b>68</b>	<b>66</b>

\* Source of total program information: FY 2011-12 CMSC Senior Center Survey Report

Section 8b of the agreement states, “annually, on September 30, Tenant shall conduct a survey of not less than four (4) Orange County cities, which must include two of the following cities: Newport Beach, Santa Ana, Tustin, Irvine, and Fullerton and present a report comparing Costa Mesa senior services to those of the surveyed cities.” Table 6 shows CMSC offers more programs than the average in the categories of creative workshops, personal enrichment, computers, fun and recreation and social services programs. CMSC programs that are slightly below the average are health and wellness, music and dancing, and social groups. Overall, Costa Mesa offered 84 programs in FY 2011-12 while the average of the peer agencies was 66. However, data was not available regarding how many classes were actually conducted or the number of participants per class.

CMSC has tracked the same content in the Senior Center Survey format for eight years. However, the data does not enable any conclusions to be determined about whether the needs of the Costa Mesa senior community are being met, about the quality of those programs, or about customer service. Therefore, a community survey should be completed to obtain feedback from both participants and non-participants about:

- The relevance of the current service offerings.
- Current and anticipated future senior interests and needs.
- Reasons why seniors do use or would use a senior center.
- Whether program fees are appropriately priced or affordable.
- Whether seniors feel safe at the center.
- Whether the center is an inviting place for adults to socialize.
- Staff’s knowledge, experience and customer service.

**Recommendation 4. Conduct a community survey to assess senior citizens’ needs.**

The 2008 through 2012 Program Reports provided to the City by CMSC did not include a list of the major accomplishments or the number of registered members as stipulated in Section 8a of the current agreement. Section 8a states:

*“...on September 30 for the program period July through June, Tenant shall provide to the City a written “Program Report” that details programs and services offered. The Program Report shall provide, at a minimum, the name, description, goals, and number of participants for each program. In addition, the Program Report shall also include the Senior Center hours, other services not listed as a ‘program,’ rental rates and major*

*accomplishments. Program report shall reflect how CMSC programs are compatible with NISC standards."*

The new operating agreement needs to include a requirement that this information be provided along with a year-to-year comparison of membership registration, program registration, CMC's annual goals and objectives.

**Recommendation 5. Require that the CMSC provide the City with an annual report that includes a year-to-year comparison of membership and program registration along with the CMSC's annual goals and objectives.** This should be included in the new operating agreement.

The 2007 – 2009 CMSC Strategic Plan stated that, "the seniors do not believe their comments and suggestions are being heard." As a result, the Board created the Senior Advisory Committee. Management Partners' team members heard a theme from the interviews that while there is someone to hear complaints, there is no process or procedure for making sure the Board knows that the complaints are being addressed. There are no written policies or procedures that describe a process of how complaints are to be addressed or the specific duties of the Senior Advisory Committee. Further, the current agreement between the City and CMSC does not include a process of reporting and/or addressing senior complaints.

Communication between the Board, staff and senior center patrons is vital to the success of this service. It is the duty of the Board to hold staff accountable for listening to and addressing senior complaints as well as reporting how complaints or suggestions were resolved. A written procedure needs to be developed and included in the Employee Policy and Procedures Manual as well as the Board Policy and Procedures Manual. Further, the Board should hold staff accountable for tracking complaints, status and outcomes. This should be shared with the Board each month and a summary should also be included in the annual information provided by the CMSC to the City each year.

**Recommendation 6. Require that the CMSC establish written procedures for addressing senior complaints.** This should be included in the new operating agreement.

## ***Fiscal Analysis, Financial Reporting and Fund Development***

Table 7 shows CMSC's year-end cash balances from June 30, 2011 through June 30, 2014 (projected). As the Table 7 shows, based the budget estimates, CMSC could be in a deficit cash position by the end of this current fiscal year (FY 2013-14). Immediate changes are needed to increase revenues or decrease expenditures to avoid a negative cash balance at the end of the fiscal year.

*Table 7. CMSC Cash Balance June 30, 2011 to June 30, 2014 (Projected)*

<b>Cash balance As of June 30, 2011</b>	<b>\$388,435</b>
<b>Budgeted Income(Loss) June 30, 2012</b>	<b>(\$138,142)</b>
<b>Cash Balance June 30, 2012</b>	<b>\$250,293</b>
<b>Budgeted Income(Loss) June 30, 2013</b>	<b>(\$147,140)</b>
<b>Cash Balance June 30, 2013</b>	<b>\$103,153</b>
<b>Budgeted Income(Loss) June 30, 2014</b>	<b>(\$114,802)</b>
<b>Cash Balance June 30, 2014</b>	<b>(\$11,649)</b>

The January 15, 2013, CMSC Board minutes state that the treasurer presented the “Three Year Projection” report. The treasurer reported that based on the projected numbers and the current projected cash on hand, in June 30, 2014 the CMSC will run out of money in their general fund. The minutes also reflect a resolution that the Albert Dixon Memorial Foundation could fund the deficit since it has a balance of more than \$600,000. The minutes of this meeting reflect that the CMSC treasurer emphasized that the Board, not just the Budget Committee, needs to determine how to address this issue.

By way of background, the CMSC established the Albert Dixon Memorial Foundation as a result of a large donation from a member’s estate. Based on the foundation’s bylaws, the primary objectives and purposes are to provide funds for the disadvantaged and aged and to support the programs and activities of the Costa Mesa Senior Center. This non-profit foundation has five members on its Board of Directors. The first directors were chosen by the Executive Committee of the Costa Mesa Senior Center. After the initial appointments, authority to designate directors was transferred to the Board of Directors of the Albert Dixon Memorial Foundation.

Based on the information that was shared with Management Partners’ team members, these funds were designated for a specific purpose. Therefore, the legality of using these funds for the operating costs of the

CMSC needs to be carefully reviewed by the Albert Dixon Memorial Foundation Board of Directors and its legal counsel.

Nevertheless, there is a serious fiscal crisis at CMSC. The City Council needs to encourage the CMSC Board of Directors to call a special meeting to take immediate action to address the fiscal issues by determining ways to increase revenues or reduce expenditures.

**Recommendation 7. Encourage the Board to call a special meeting to address the fiscal issues of the organization.** They should be encouraged to take immediate action to increase revenues or reduce expenditures to address the deficit.

As noted previously, the current agreement requires some financial reporting by CMSC to the City. The CMSC has adhered to this requirement, and most recently hired Wilson Morgan LLP to conduct the audit that was presented to the CMSC in November of 2012. Management Partners did not find information in the recent audit that a review of internal controls and standard operating procedures had been performed for financial transactions related to room rentals, program participants and the gift shop. One audit finding suggested the purchase of a cash register for the gift shop and the CMSC has not complied with this recommendation to date. An audit is needed to review the internal controls for the CMSC.

**Recommendation 8. Require that the CMSC retain an auditor to review the internal controls for all fiscal transactions and fiscal practices.**

The current agreement requires the CMSC to annually submit financial reports to the City including an annual audit and profit/loss statement. However, there is no requirement for the following information: grant applications and status of grant compliance reports; the Fund Development Plan; fundraising accomplishments; goals for the following year; and a five-year financial forecast.

**Recommendation 9. Require the annual financial reports provided to the City include the number of grant applications submitted and the status, accomplishments, budget totals for the last five-year period, and a five-year financial forecast.** This should be included in the new operating agreement.

**Recommendation 10. Request that the CMSC annually provide the City with a copy of the fund development plan and prior year accomplishments.**

### ***Governing Board***

Because CMSC receives public funding it is required to abide by the rules of the Ralph M. Brown Act regarding the posting and conducting of Board and Committee meetings. The Board and staff have not conducted training regarding this law.

The CMSC Board has the responsibility, per its bylaws, to oversee the programs and services of the CMSC but they have not been provided regular training nor do they have established standards which they can follow consistently in the governing of these matters.

**Recommendation 11. Require that Brown Act training be provided for all CMSC Board and staff members.**

**Recommendation 12. Require that CMSC Board be provided with training in governance and fiduciary responsibilities.**

### ***Staffing and Accountability***

#### **Evaluations**

The Senior Center has both full- and part-time staff. The full-time positions include an executive director, program director, senior center coordinator, administrative assistant, and two facility attendants. The key part-time positions are a fiscal officer, social services coordinator, receptionist, and nurse.

The CMSC Policy and Procedural Manual states:

*... at least annually thereafter, the employee will receive a performance appraisal. The employee and his/her supervisor will each prepare written appraisals, which will be fully discussed, signed by both, and included in the employee's personnel file, along with any statements the employee wishes to include.*



Currently, CSMC employees, including the executive director, are not being evaluated annually. The purpose of the performance evaluation is to:

- Provide feedback on an employee's performance,
- Acknowledge good work performance, and
- Create a plan for areas of improvement.

The evaluation process is key to running an efficient and effective organization. The lack of annual evaluations of all employees including the executive director is a violation of the policies and procedures. Evaluations are important to ensure that the goals and responsibilities of each employee, including the executive director, are being achieved.

The Board is responsible for completing the annual evaluation of the executive director. When an evaluation needs to be completed by a large Board, it is helpful to have the process facilitated by a third party so thoughts and information can be gathered and written into one document. Following the completion of this process, the Executive Committee, or Board can meet with the executive director as a group and share their feedback and recommendations for changes going forward.

The City needs to include a requirement in the operating agreement with CMSC that the Board conduct an annual evaluation of the executive director utilizing an outside facilitator and the executive director is required to complete annual evaluations of all staff members.

**Recommendation 13. Require that the Board annually evaluate the executive director.** This should be included in the new operating agreement.

**Recommendation 14. Require that an evaluation of each staff member be completed annually.** This should be included in the new operating agreement.

## **Job Descriptions**

Job descriptions exist for all positions except for the executive director. Per the bylaws, the executive director is responsible for the day-to-day operations of the corporation as assigned by the Board; accounts for the receipt and disbursements of all funds by making periodic written reports to the Board as directed by it; and is an advisory member of the Executive Committee. As stated in the bylaws, the Personnel Committee reviews, selects, and recommends hiring to the Board when employing the executive director.

The executive director position should have a job description. The roles, responsibilities, skills, abilities, education and experience need to be clear to everyone. This is essential for the Board to ensure that qualified staff are operating the senior center and for the employee in this position to clearly understand their responsibilities.

**Recommendation 15. Require the Board to develop a job description for the executive director.** This should be included in the new operating agreement.

## Conclusions

The existing agreement between the City of Costa Mesa and the Costa Mesa Senior Corporation is a tenant agreement and not an operating agreement. Thus, this restricts the City's ability to direct the actions of the CMSC Board of Directors. The current agreement expires on June 30, 2015. Nevertheless, as a grantor of funds, the City should set expectations and performance standards as a condition for CMSC to receive the City's funds each year.

The Costa Mesa Senior Center has provided services in response to what the Board and staff believe are the needs of the community. The types of programs are comparable to most surrounding agencies. CMSC staff and the Board share the same belief about the importance of their existence to the senior community.

A serious fiscal issue exists with CMSC's operating budget and the ability to provide services after this fiscal year, which needs to be addressed by the CMSC Board immediately. The City needs to renegotiate the agreement with CMSC immediately and hold them accountable for the fiscal and operational issues identified in this report. Once a new agreement is negotiated and the recommendations in this report are implemented, accountability will be improved, as well operations.

## Attachment – List of Recommendations

- Recommendation 1.** Commence negotiations immediately with CMSC to amend the tenant/lease agreement to include an operations agreement for senior center programs and services.
- Recommendation 2.** Require that the CMSC be accredited by the National Council on Aging to ensure that a non-affiliated and qualified organization is assessing the quality of programs, services, the corporation and facility.
- Recommendation 3.** Encourage the CMSC Board to update the membership dues structure and benefits of membership.
- Recommendation 4.** Conduct a community survey to assess senior citizens' needs.
- Recommendation 5.** Require that the CMSC provide the City with an annual report that includes a year-to-year comparison of membership and program registration along with the CMSC's annual goals and objectives.
- Recommendation 6.** Require that the CMSC establish written procedures for addressing senior complaints.
- Recommendation 7.** Encourage the Board to call a special meeting to address the fiscal issues of the organization.
- Recommendation 8.** Require that the CMSC retain an auditor to review the internal controls for all fiscal transactions and fiscal practices.
- Recommendation 9.** Require the annual financial reports provided to the City include the number of grant applications submitted and the status, accomplishments, budget totals for the last five-year period, and a five -year financial forecast.
- Recommendation 10.** Request that the CMSC annually provide the City with a copy of the fund development plan and prior year accomplishments.
- Recommendation 11.** Require that Brown Act training be provided for all CMSC Board and staff members.
- Recommendation 12.** Require that CMSC Board be provided with training in governance and fiduciary responsibilities.
- Recommendation 13.** Require that the Board annually evaluate the executive director.
- Recommendation 14.** Require that an evaluation of each staff member be completed annually.
- Recommendation 15.** Require the Board to develop a job description for the executive director.

## Appendix – Senior Center Agreement



# CITY OF COSTA MESA

CALIFORNIA 92626-1200

P.O. BOX 1200

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FROM THE OFFICE OF THE CITY CLERK

June 17, 2010

Bruce Garlich, President  
Costa Mesa Senior Center Corp.  
695 W. 19<sup>th</sup> St.  
Costa Mesa, CA 92627

Dear Mr. Garlich:

RE: Senior Center Agreement

At the regular meeting held on May 4, 2010, the City Council approved the agreement with the Costa Mesa Senior Center Corporation for an initial five (5)-year term, effective July 1, 2010, with an option to extend the term for up to three (3) additional five (5)-year terms for the operation of the Costa Mesa Senior Center.

A fully executed copy of the agreement is enclosed for your records.

Sincerely,

for JULIE FOLCIK  
City Clerk

Enclosure (1)

JF:cl

cc: Jana Ransom, Recreation Division ✓

## SENIOR CENTER AGREEMENT

This Agreement is entered into this 1st day of July, 2010, by and between the City of Costa Mesa, a California municipal corporation, ("City"), and the Costa Mesa Senior Corporation, a California non-profit corporation ("Tenant").

### RECITALS

WHEREAS, City desires to provide the senior citizens of Costa Mesa with a multipurpose senior citizens facility in which they can congregate for social and recreational activities; and

WHEREAS, Tenant was formed with its purpose to maintain and operate a multipurpose senior citizens facility for the senior citizens of the City of Costa Mesa.

NOW THEREFORE, the City and Tenant agree to the following terms and conditions:

1. PREMISES

City hereby leases to Tenant and Tenant hereby leases from City, on the terms and conditions hereinafter set forth, that certain real property commonly known as the Costa Mesa Senior Citizen Center located at 695 West 19th Street, Costa Mesa, California and described in Exhibit "A" attached hereto (the "Premises"). Premises shall mean the interior of the building and the programmable enclosed external spaces (i.e. patios).

2. TERM

The term of this Agreement is for a period of five (5) years commencing on July 1, 2010 and ending on June 30, 2015, unless terminated earlier as provided in Section 15. The City shall have the option to extend the term of this Agreement for up to three (3) additional five (5) year periods.

3. RENT

Tenant shall pay to City as rent for the Premises the sum of One Dollar (\$1.00) per year, due on the first day of July of each year during the term of this Agreement. Rent shall be payable without notice or demand and without any deduction, offset, or abatement in lawful money of the United States.

4. USE

a. Tenant shall use the Premises only for providing senior citizen services and programs and for no other purpose without City's prior written consent. Tenant shall comply with all laws concerning the Premises or Tenant's use of the Premises, including without limitation, the obligation at Tenant's cost to alter, maintain or restore the Premises in compliance and conformity with all laws relating to the correction, use, or occupancy of the Premises by Tenant during the term of this Agreement. Tenant shall not use or permit the use of the Premises in any manner that will tend to create waste or a nuisance.

1. Tenant may rent facility for non-senior specific activities during hours and at such times when the center would not ordinarily be used for senior programming.

b. Tenant hereby accepts the Premises in its condition existing as of the date that Tenant takes possession of the Premises subject to all applicable zoning, municipal, county and state laws, ordinances, regulations governing or regulating the use of the Premises and accepts this Agreement subject thereto and to all matters disclosed thereby. Tenant hereby acknowledges that City has not made any representation or warranty to Tenant as to the suitability of the Premises for the conduct of Tenant's business.

c. Tenant and persons attending activities or rentals at the Premises shall have the right to use the parking lot during operating hours and hours those activities or rentals are occurring. Persons attending activities sponsored or offered through the Senior Center Corporation outside of these hours may leave their vehicles in the parking lot with a permit form issued by Senior Center staff. There shall be no charge for parking permits related to Senior Center activities.

d. City shall have the right to use the Premises for public purposes upon availability and written request by the City. Use of the Premises shall be at no cost to the City.

5. TAXES

Tenant shall pay before delinquency all taxes assessed against and levied upon the trade fixtures, furnishings, equipment and other personal property of Tenant contained on the Premises. If any of Tenant's said personal property shall be assessed as City's property, Tenant shall pay to City the taxes attributable to Tenant within ten (10) days after receipt of a written statement from City setting forth the applicable taxes. Failure to pay the subject taxes shall constitute a default of the Agreement as provided herein.

6. UTILITIES

a. Tenant shall make all arrangements and pay for all telephone services supplied to the Premises.

b. Tenant shall make all arrangements and pay for all utilities supplied to the Premises.

c. Building temperature shall be maintained according to industry standards in the range of 68 to 76 degrees.

d. City shall make all arrangements and pay for all utilities related to maintenance of exterior, parking lot and landscaping unless metering of said utilities is tied to Premises (i.e., electricity to parking lot lights is metered along with that of Premises).

7. MAINTENANCE AND REPAIRS

a. Except for damages caused by any negligent or intentional act or omission of Tenant, Tenant's agents, employees or invitees, City shall be responsible for maintaining and



repairing the following items: the foundations, roof, exterior doors (excluding glass), landings, balconies and exterior walls of the Premises. City shall also maintain the landscaping (hardscape and landscape maintenance), parking lot and other improvements of which the Premises are a part.

b. City shall keep in good order, condition and repair the interior of the Premises and every part thereof (including but not limited to HVAC, stoves, refrigerators, ovens). Except as specifically excluded in 7a, such maintenance shall include, but not be limited to, the following: general cleaning (janitorial services); windows (including all glass throughout Premises); damaged, broken or clogged toilets; carpets, including annual cleaning; drapes, including annual cleaning; interior doors; interior fixtures; plumbing; and other interior improvements. HVAC replacement is City responsibility. Replacement of other Capital Equipment is to be negotiated separately between Tenant and City.

c. City, at its option, may place a City employee at the Senior Center for the purpose of repairing and maintaining the Premises. Tenant shall provide a workspace for the City employee and provide storage for tools and supplies. The City employee will be available to repair and maintain the Premises. Tenant may not use the City employee worker for its services or programming.

d. Tenant shall be responsible for the repair and maintenance of all personal property including furniture, computers, office equipment, display cases, etc.

e. Roles and responsibilities of City and Tenant shall be generally set forth in Exhibit D. This exhibit may be revised by written agreement of both parties.

## 8. PROGRAMS AND SERVICES

Tenant shall design and present recreational, cultural and social programs for senior citizens on a non-discriminatory basis compatible with the standards recommended for the operation of a senior citizens facility developed by the National Institute of Senior Citizens (NISC) of the National Council on Aging. Accreditation with the NISC is not a requirement of this contract.

a. On September 30 for the program period July through June, Tenant shall provide to the City a written "Program Report" that details programs and services offered. The Program Report shall provide, at a minimum, the name, description, goals, and number of participants for each program. In addition, the Program Report shall also include the Senior Center hours, other services not listed as a "program", rental rates and major accomplishments. Program report shall reflect how CMSC programs are compatible with NISC standards.

b. Annually, on September 30, Tenant shall conduct a survey of not less than four (4) Orange County cities, which must include two of the following cities: Newport Beach, Santa Ana, Tustin, Irvine, and Fullerton and present a report comparing Costa Mesa senior services to those of the surveyed cities.

9. FUNDING

a. Tenant shall administer and provide through its own efforts all funding for all senior citizen programs and services undertaken by Tenant.

b. Based upon economic conditions, it is the goal of the City Council to provide funds to Tenant on an annual basis for the operation of senior citizen programs at the Premises (a "Contribution") and to increase these contributions annually. The Base Contribution approved by the City shall be in the amount of Two Hundred Forty Thousand Dollars (\$240,000) payable to Tenant in four (4) quarterly payments upon receipt by City of an invoice from Tenant, which shall be processed on the first check issuance day of the months of July, October, January and April.

Beginning July 1, 2010, the amount of City Base Contribution may be increased by \$5,000 per year by vote of the City Council.

c. Tenant shall present to City on or before December 1st of each year of this Agreement an audited financial report from the prior year July 1 through June 30. At the City's option and at City's expense, a financial audit may be conducted during the term of this Agreement.

d. Tenant is and shall act as an independent agency and not as an officer, employee or agent of City. Tenant shall secure, at its expense, and be responsible for any and all payment of income tax, social security, state disability insurance compensation, unemployment Compensation, and other payroll deductions for Tenant and its officers, agents, and employees, and all business licenses, if any are required, in connection with Tenant's use of the Premises.

e. Tenant shall not use City funds for the conduct of any religious or political activity as described in City Council Policy No. 800-3, Cultural Arts Funding Policy, attached hereto as Exhibit "B".

f. Tenant shall comply with all applicable Federal and California employment laws including, but not limited to, those laws related to minimum hours and wages; occupational health and safety; fair employment and employment practices; workers' compensation insurance and safety in employment; payment of prevailing wages pursuant to California Labor Code Section 1720 et seq.; and all other Federal, State and local laws and ordinances applicable to the services required under this Agreement. Tenant shall indemnify and hold harmless City from and against all claims, demands, payments, suits, actions, proceedings, and judgments of every nature and description including attorneys' fees and costs, presented, brought, or recovered against City for, or on account of any liability under any of the above-mentioned laws.

g. Tenant shall establish a Drug Free Awareness Program to inform employees of the dangers of drug abuse in the workplace, the penalties that may be imposed upon employees for drug abuse violations occurring in the workplace, and the employee assistance programs available to employees. Each employee must be notified of this Drug Free Awareness Program and must abide by its terms. Tenant shall conform to all the requirements of City's Policy No. 100-5, attached hereto as Exhibit "C". Failure to establish a program, notify employees, or

inform City of a drug related workplace conviction constitutes a material breach of this Agreement and may be cause for immediate termination of this Agreement by City.

h. In recognition of the valuable considerations provided herein, the Costa Mesa City Council shall have the right to appoint up to three persons to serve on the CMSC Board of Directors to represent the City for a term of two years each. Appointees shall have full voting privileges and shall be subject to the same prevailing conditions of service as regular CMSC Directors.

#### 10. EQUIPMENT, FURNISHINGS AND FIXTURES

Tenant agrees that any and all equipment, furniture, fixtures and machinery purchased or provided by the City for Tenant during the term of this Agreement shall, upon termination or expiration of this Agreement, become the property of City and remain on the Premises unless otherwise agreed upon in writing by City.

#### 11. ALTERATIONS AND ADDITIONS

a. Tenant shall not, without City's prior written consent, make any alterations, improvements or additions in or about the Premises. City may require Tenant to remove any such alterations, improvements, or additions at the expiration of the term of this Agreement and to restore the Premises to their prior condition by giving Tenant thirty (30) days written notice prior to the expiration of the term.

Tenant shall notify City in writing at least thirty (30) days before commencement of any work relating to any alterations, additions, or improvements affecting the Premises. Work shall not commence until written approval has been obtained from City. Such approval and any special conditions pertaining to the work required of Tenant by City shall be signed by the parties and made a part of this Agreement. Tenant shall procure all permits and licenses necessary before commencement of any work on the Premises.

b. Tenant shall pay, when due, all claims for labor and materials furnished to or for Tenant at or for use in the Premises. Tenant shall not permit any mechanic's liens or material men's liens to be levied against the Premises for any labor or material furnished to Tenant or claimed to have been furnished to Tenant or Tenant's agents or contractors in connection with work of any character performed or claimed to have been performed on the Premises by or at the direction of Tenant.

c. Unless City requires their removal as set forth above, all alterations, improvements or additions that are made on the Premises by Tenant shall become the property of City and remain upon and be surrendered with the Premises at the expiration of the term of this Agreement or any early termination as provided herein. Unless otherwise agreed upon by the parties in writing, Tenant's trade fixtures, furniture, equipment and other machinery, in addition to that which is affixed to the Premises shall also become the property of City and remain upon the Premises at the termination or expiration on the term of this Agreement.

## 12. INSURANCE

a. Tenant shall obtain and maintain during the term of this Agreement all of the following insurance coverage:

i. Comprehensive general liability, including premises-operations, products/completed operations, broad form property damage, blanket contractual liability, independent contractors, personal injury with a policy limit of not less than One Million Dollars (\$1,000,000.00), combined single limits, per occurrence and aggregate.

ii. Workers' compensation insurance as required by the State of California.

iii. Personal property insurance for actual cash value against the hazards of fire, theft, burglary, vandalism and malicious mischief.

b. Endorsements shall be obtained for the policies providing the above insurance for the following three provisions:

i. Additional Insureds:

"The City of Costa Mesa and its elected and appointed boards, officers, agents, volunteers and employees are additional insureds with respect to this subject property and contract with City."

ii. Notice:

"Said policy shall not terminate, nor shall it be cancelled, nor the coverage reduced, until thirty (30) days after written notice is given to City."

iii. Other Insurance:

"Any other insurance maintained by the City of Costa Mesa shall be excess and not contributing with the insurance provided by this policy."

c. Tenant shall provide to City certificates of insurance showing the insurance coverage and required endorsements described above, in a form and content approved by City, prior to the execution of this Agreement.

d. Nothing in this Section shall be construed as limiting in any way, the indemnification provision contained in this Agreement, or the extent to which Tenant may be held responsible for payments of damages to persons or property.

## 13. INDEMNITY

Tenant shall indemnify and hold City harmless from and against any and all claims arising from Tenant's use or occupancy of the Premises or from the conduct of its business or from any activity, work, or things which may be permitted to suffered by Tenant in or about the Premises

including all damages, costs, attorney's fees, expenses and liabilities incurred in the defense of any claim or action or proceeding arising therefrom.

#### 14. ASSIGNMENT

Tenant shall not voluntarily or by operation of law assign, transfer, sublet, mortgage, or otherwise transfer or encumber all or any part of Tenant's interest in this Agreement or in the Premises without City's prior written consent. Any attempted assignment, transfer, mortgage, encumbrance, or subletting without such consent shall be void and shall constitute a breach of this Agreement and be cause for termination of this Agreement.

Regardless of City's consent, no subletting or assignment shall release Tenant of Tenant's obligation to pay the rent and to perform all other obligations to be performed by Tenant hereunder for the term of this Agreement.

#### 15. DEFAULT

a. The occurrence of any one or more of the following events shall constitute a default and breach of this Agreement by Tenant:

i. Failure to pay rent when due, if the failure continues for five (5) days after written notice has been given to Tenant.

ii. Failure to pay taxes on Tenant's property, when due, if the failure continues for ten (10) days after written notice has been given to Tenant.

iii. Abandonment and vacation of the Premises (failure to occupy the Premises for fourteen (14) consecutive days shall be deemed an abandonment and vacation).

iv. Failure to perform any other provision of this Agreement if the failure to perform is not cured within thirty (30) days after written notice thereof has been given to Tenant by City.

b. Notices given under this section shall specify the alleged default and the applicable provisions of this Agreement, and shall demand that Tenant perform the provisions of this Agreement or pay the rent that is in arrears as the case may be, within the applicable period of time. No such notice shall be deemed a forfeiture or a termination of this Agreement unless City so elects in the notice.

c. If Tenant commits a default under this Agreement, City shall have the right to terminate this Agreement upon sixty (60) days' advance notice. This remedy is not exclusive, but is cumulative and in addition to any remedies now or hereafter allowed by law.

#### 16. SIGNS

Tenant shall not have the right to place, construct or maintain any sign, advertisement, awning, banner, or other exterior decorations on the building or other improvements that are a part of the Premises without City's prior written consent.

17. SURRENDER

a. On the last day of the term hereof, or on any early termination, Tenant shall surrender the Premises to City in good condition, broom clean, ordinary wear and tear excepted. Upon City's written consent, Tenant shall remove, at its sole cost, any such designated personal property and fixtures on the Premises occasioned by its use thereof. Tenant shall also repair any damages created by the removal of such designated personal property and fixtures. If Tenant fails to surrender the Premises to City on the expiration or termination of the Agreement as required by this section, Tenant shall defend and hold City harmless from all damages resulting from Tenant's failure to vacate the Premises, including, without limitation, claims made by any succeeding Tenant resulting from Tenant's failure to surrender the Premises.

b. In the event City determines that Tenant's use of the Premises constitutes a violation of law, a nuisance or waste, Tenant shall surrender the Premises on three (3) days' written notice, and Tenant shall hold City harmless from all damages resulting from City's efforts to abate such activities.

18. HOLDING OVER

If Tenant, with City's consent, remains in possession of the Premises after the expiration or termination of the term of this Agreement, such possession by Tenant shall be deemed to be a tenancy from month-to-month at a rental in the amount of the last annual lease payment divided by twelve (12) plus all other charges payable hereunder, upon all the provisions of this Agreement applicable to month-to-month tenancy.

19. NOTICES

Any demand, notice or declaration provided for under this Agreement shall be in writing and served either personally or sent by registered or certified United States mail, postage prepaid, addressed to the parties as set forth below:

CITY  
City Clerk  
City of Costa Mesa  
77 Fair Drive  
Costa Mesa CA 92626

TENANT  
President  
Costa Mesa Senior Center Corp.  
695 West 19th Street  
Costa Mesa CA 92627

Such notice shall be deemed to be received within forty-eight (48) hours from the time of mailing, if mailed as provided for in this Section 19.

20. INSPECTIONS

City shall have the right to enter the Premises at all reasonable times, without notice, for the purpose of inspecting same, showing the same to prospective purchasers or lenders, and making such alterations, repairs, improvements or additions to the Premises or to the building of which the Premises are a part as City may deem necessary or desirable.

## 21. SENIOR TRANSPORTATION SERVICES

a. City may, in its sole discretion, provide or cause to be provided, at its own cost and expense, a transportation program for the purpose of transporting senior citizen residents of the City to various locations throughout the City. As funding permits, the senior transportation service shall be available from 8am until 5pm, Monday through Friday and shall be open to all seniors who are residents of the City. These hours may be changed by mutual consent of City and Tenant. All trips conducted through the senior transportation service shall be limited to within the city limits of the City, with the exception of Hoag Hospital Newport Beach. Trips conducted through the senior transportation service may be taken to locations necessary to improve the seniors' quality of life. Examples include trips for doctor appointments, banking, shopping, senior activities or visits with friends.

b. City shall provide, or cause to be provided as funding permits, the following: vehicle(s) to be used for senior transportation; drivers; maintenance of vehicles; and insurance.

c. The Senior Transportation Services will not operate on the following City holidays: New Years Day, Martin Luther King Day, Presidents Day, Memorial Day, 4<sup>th</sup> of July, Labor Day, Veterans Day, Thanksgiving Day, Christmas Day unless requested and approved in advance. Notice of any changes to the holiday schedule shall be posted in a highly visible location at the Senior Center. City shall provide to Tenant as much notice as is reasonably possible of scheduled maintenance for the senior transportation service and other planned circumstances under which the senior transportation services will not be provided.

d. Tenant shall provide the following: scheduling services for the senior transportation services; telephone information service for users to ask questions, make reservations, etc.; daily trip sheets that include the itinerary of individuals and pickup/drop-off times and locations to City; and a log of individuals/trips/locations to City on a weekly basis. Tenant will cooperate fully with any and all audits and inspections of the senior transportation services by City and/or outside agency.

## 22. WAIVERS

No waiver by City of any provision hereof shall be deemed a waiver of any other provision hereof or of any subsequent breach by Tenant of the same or any other provision. City's consent to or approval of any act shall not be deemed to render unnecessary the obtaining of City's consent to or approval of any subsequent act by Tenant. The acceptance of rent hereunder by City shall not be a waiver of any preceding breach by Tenant of any provision hereof, other than the failure of Tenant to pay the particular rent so accepted, regardless of City's knowledge of such preceding breach at the time of its acceptance of such rent.

## 23. ENTIRE AGREEMENT

This Agreement constitutes the entire agreement between the parties with respect to any matter referenced herein and supersedes any and all writings and oral negotiations. This Agreement may be modified only in writing, and signed by the parties in interest at the time of such modification. The terms of this Agreement shall prevail over any inconsistent provision in any other contract document appurtenant hereto.

24. SEVERABILITY

The unenforceability, invalidity, or illegality of any provision of this Agreement shall not render the other provisions hereof unenforceable, invalid or illegal.

25. TERMINATION

Either party may terminate this Agreement at any time by giving the other written notice no fewer than ninety (90) days in advance of such termination and in accordance with the provisions set forth in Section 19. In the event of such termination, City has the right to recover from Tenant the worth, at the time of the award, of the unpaid rent that had accrued at the time of the termination of this Agreement and any other amount, including, but not limited to any court costs and attorney's fees necessary to compensate City for the eviction of Tenant.

26. CORPORATE AUTHORITY

The persons executing this Agreement on behalf of the parties hereto warrant that they are duly authorized to execute this Agreement on behalf of said parties and that by doing so, the parties hereto are formally bound to the provisions of this Agreement.

[REMAINDER OF PAGE LEFT BLANK INTENTIONALLY]



IN WITNESS WHEREOF, City, by order of its City Council, has caused this Agreement to be executed on its behalf by the Mayor of said City, and Tenant has caused this Agreement to be executed by its officers.

DATED this 5 day of May, 2010

CITY OF COSTA MESA

By:

[Signature]  
Mayor

COSTA MESA SENIOR CORPORATION

By:

[Signature]

Title:

PRESIDENT

APPROVED AS TO FORM:

[Signature]  
City Attorney

APPROVED AS TO CONTENT

[Signature]  
Recreation Manager

ATTEST:

[Signature]  
City Clerk and ex-officio Clerk  
of the City of Costa Mesa

RECEIVED JUN 11 2010 [Signature]

**EXHIBIT A**  
**DESCRIPTION OF PREMISES**

**EXHIBIT B**  
**COUNCIL POLICY 800-3**

**EXHIBIT C**  
**COUNCIL POLICY 100-5**

**EXHIBIT D**  
**ROLES AND RESPONSIBILITIES**

## EXHIBIT "A"

### LEGAL DESCRIPTION

**COSTA MESA SENIOR CENTER  
695 W. 19<sup>TH</sup> STREET  
APN: 424-211-01**

**LEGAL DESCRIPTION:**

LOT 501, NEWPORT MESA TRACT, AS PER MAP RECORDED IN BOOK 5, PAGE 1 OF MISCELLANEOUS MAPS, RECORDS OF ORANGE COUNTY, CALIFORNIA.

EXCEPT THE EASTERLY 160 FEET THEREOF.

ALSO EXCEPT ONE-HALF OF ALL OIL, GAS, MINERALS AND HYDROCARBON SUBSTANCES IN OR UNDER ALL OF THE ABOVE DESCRIBED LAND; HOWEVER, NO RIGHT IS RESERVED TO ENTER ON THE SURFACE OF SAID PROPERTY FOR THE PURPOSE OF EXPLORING FOR OR EXTRACTING OIL, GAS AND MINERALS, AS RESERVED IN THE DEEDS FROM ELIZABETH W. FARRAR AND OTHERS, RECORDED AUGUST 11, 1953 IN BOOK 2553, PAGES 624 AND 628 OF OFFICIAL RECORDS, AND IN BOOK 2554, PAGES 23 AND 10 OF OFFICIAL RECORDS.

SUBJECT TO ALL COVENANTS, CONDITIONS, RESTRICTIONS, RESERVATIONS, RIGHTS, RIGHTS OF WAY AND EASEMENTS OF RECORD, IF ANY.

**CITY OF COSTA MESA, CALIFORNIA****KEEP AS IS****COUNCIL POLICY**

<b>SUBJECT</b>	<b>POLICY NUMBER</b>	<b>EFFECTIVE DATE</b>	<b>PAGE</b>
<b>CULTURAL PROGRAM FUNDING</b>	800-3	2/4/92	1 of 2

**BACKGROUND**

Over the years, the community has experienced a significant growth in cultural and artistic activities. While the City has been a financial participant in supporting the Costa Mesa Civic Playhouse and South Coast Repertory Theatre, no specific guidelines have been used in evaluating requests for funding by these organizations. With the increase in new cultural organizations in the community and a resulting demand for financial assistance from the City, it is appropriate that a policy be adopted which sets forth a basic framework for considering such requests.

**PURPOSE**

It is the purpose of this Policy to:

1. Clearly delineate the role of the City of Costa Mesa in supporting cultural and artistic organizations.
2. Set forth minimum standards for considering requests for financial and other support for such organizations.

**POLICY**

1. Generally, the City will assume the role of a "broker" in providing support to the Arts. This role is consistent with the City's support of private, nonprofit organizations to provide services to the community as opposed to providing the service directly itself.
2. The concept "support" to artistic and cultural organizations is broad-based and all-inclusive. This shall include direct financial assistance, advertising, sponsorship of special programs, City staff assistance, allocation of revenues received from Cable Television franchise fees, and use of City facilities.
3. In general, the following criteria will be utilized in considering requests for City support of cultural and artistic organizations.
  - A. All eligible cultural and artistic groups shall be nonprofit and tax exempt under Section 501 (c) (3) of the Internal Revenue Code.
  - B. Eligibility of cultural institutions may be broad in the early years of funding with more specific categories to be developed (i.e., museums, theatre companies, zoos, scholarships, etc.).
  - C. Beyond the preceding basic considerations, the City shall also consider the following criteria:
    1. Artistic excellence
    2. Size of audience
    3. Make-up of audience
    4. Relevance to City's concerns
    5. Public and critical reaction to the organization

## COUNCIL POLICY

SUBJECT	POLICY NUMBER	EFFECTIVE DATE	PAGE
CULTURAL PROGRAM FUNDING	800-3	2/4/92	2 of 2

6. Quality of fiscal management
7. Longevity in the City of Costa Mesa
8. Percentage of request to organization's annual budget
9. Community leadership and support
10. Education and outreach programming

- D. Education and outreach programs are defined as those programs which extend an arts organization's service, especially to underserved or disadvantaged segments of the community. Such programs include, but are not necessarily limited to, those which partially or fully subsidize ticket costs for students, seniors, and others with limited financial means; educational programs taken directly to the public in schools and neighborhoods; and programs meant to enhance the public's experience and understanding of artistic works.
- E. City funding support for private organization operational expenses and for special events will be established so as to contribute to a balance of community cultural, recreational, and promotional programs designed to enhance the well-being of the community.
- F. The functions or services to be provided must be of such a nature that the interests of the City are better served by an agreement with the private organization than by the performance of the service or function by the City.
- G. The City will only provide support to a legally constituted nonprofit organization completely directing and in complete control of its own affairs through its officers and members.
- H. The City will not provide funding support to a private organization for the conduct of any religious or political activity.
- I. City funds will be used only to assist an organization in its annual operating program or in its sponsorship of special events. City funding will not be used for the purchase of awards, trophies, gifts, or uniforms, nor the buildup of reserves.
- J. No expenditure may be made out of any appropriation until a written agreement, setting out the terms and conditions of the parties, has been consummated. This agreement will specify in detail the services or functions to be performed, the nature of the payment or reimbursement schedule, and the financial reporting requirements.

**PROCEDURE**

The City Council shall approve a process for considering requests made pursuant to this Policy. Organizations requesting support from the City shall do so in accordance with the approved process so as to ensure fair and equal treatment for all involved parties.

**CITY OF COSTA MESA, CALIFORNIA****(MINOR ADMIN CLEAN-UP)****COUNCIL POLICY**

<b>SUBJECT</b>	<b>POLICY NUMBER</b>	<b>EFFECTIVE DATE</b>	<b>PAGE</b>
<b>DRUG-FREE WORKPLACE</b>	100-5	8/8/89 REV.	1 of 3

**BACKGROUND**

Under the Federal Drug-Free Workplace Act of 1988, passed as part of omnibus drug legislation enacted November 18, 1988, contractors and grantees of Federal funds must certify that they will provide drug-free workplaces. At the present time, the City of Costa Mesa, as a sub-grantee of Federal funds under a variety of programs, is required to abide by this Act. The City Council has expressed its support of the national effort to eradicate drug abuse ~~through the creation of a Substance Abuse Committee, institution of a City-wide D.A.R.E. program in all local schools and other activities in support of a drug-free community.~~ This policy is intended to extend that effort to contractors and grantees of the City of Costa Mesa in the elimination of dangerous drugs in the workplace.

**PURPOSE**

It is the purpose of this Policy to:

1. Clearly state the City of Costa Mesa's commitment to a drug-free society.
2. Set forth guidelines to ensure that public, private, and nonprofit organizations receiving funds from the City of Costa Mesa share the commitment to a drug-free workplace.

**POLICY**

The City Manager, under direction by the City Council, shall take the necessary steps to see that the following provisions are included in all contracts and agreements entered into by the City of Costa Mesa involving the disbursement of funds.

1. Contractor or Sub-grantee hereby certifies that it will provide a drug-free workplace by:
  - A. Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in Contractor's and/or sub-grantee's workplace, specifically the job site or location included in this contract, and specifying the actions that will be taken against the employees for violation of such prohibition;
  - B. Establishing a Drug-Free Awareness Program to inform employees about:
    1. The dangers of drug abuse in the workplace;
    2. Contractor's and/or sub-grantee's policy of maintaining a drug-free workplace;

CITY OF COSTA MESA, CALIFORNIA

(MINOR ADMIN CLEAN-UP)

COUNCIL POLICY

SUBJECT	POLICY NUMBER	EFFECTIVE DATE	PAGE
DRUG-FREE WORKPLACE	100-5	8/8/89 REV.	2 of 3

3. Any available drug counseling, rehabilitation and employee assistance programs; and
  4. The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;
- C. Making it a requirement that each employee to be engaged in the performance of the contract be given a copy of the statement required by subparagraph A;
- D. Notifying the employee in the statement required by subparagraph 1 A that, as a condition of employment under the contract, the employee will:
1. Abide by the terms of the statement; and
  2. Notify the employer of any criminal drug statute conviction for a violation occurring in the workplace no later than five (5) days after such conviction;
- E. Notifying the City of Costa Mesa within ten (10) days after receiving notice under subparagraph 1 D 2 from an employee or otherwise receiving the actual notice of such conviction;
- F. Taking one of the following actions within thirty (30) days of receiving notice under subparagraph 1 D 2 with respect to an employee who is so convicted:
1. Taking appropriate personnel action against such an employee, up to and including termination; or
  2. Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health agency, law enforcement, or other appropriate agency;
- G. Making a good faith effort to maintain a drug-free workplace through implementation of subparagraphs 1 A through 1 F, inclusive.
2. Contractor and/or sub-grantee shall be deemed to be in violation of this Policy if the City of Costa Mesa determines that:
- A. Contractor and/or sub-grantee has made a false certification under paragraph 1 above;
  - B. Contractor and/or sub-grantee has violated the certification by failing to carry out the requirements of subparagraphs 1 A through 1 G above;

CITY OF COSTA MESA, CALIFORNIA

(MINOR ADMIN CLEAN-UP)

COUNCIL POLICY

SUBJECT	POLICY NUMBER	EFFECTIVE DATE	PAGE
DRUG-FREE WORKPLACE	100-5	8/8/89 REV.	3 of 3

- C. Such number of employees of Contractor and/or sub-grantee have been convicted of violations of criminal drug statutes for violations occurring in the workplace as to indicate that the contractor and/or sub-grantee has failed to make a good faith effort to provide a drug-free workplace.
3. Should any contractor and/or sub-grantee be deemed to be in violation of this Policy pursuant to the provisions of 2 A, B, and C, a suspension, termination or debarment proceeding subject to applicable Federal, State, and local laws shall be conducted. Upon issuance of any final decision under this section requiring debarment of a contractor and/or sub-grantee, the contractor and/or sub-grantee shall be ineligible for award of any contract, agreement or grant from the City of Costa Mesa for a period specified in the decision, not to exceed five (5) years. Upon issuance of any final decision recommending against debarment of the contractor and/or sub-grantee, the contractor and/or sub-grantee shall be eligible for compensation as provided by law.



EXHIBIT "D" ROLES AND RESPONSIBILITIES

Responsibility	CMSC	City	Comments
Exterior Cleaning/sweeping		X	City maintenance staff: daily at entrances, weekly in parking lot
Exterior Painting		X	
Interior Painting	X		City may do some interior painting based upon resource availability
Facility related repairs (i.e., door handles)		X	Excludes damage from rentals - in which case repair is CMSC responsibility
Fire Inspections/fire extinguisher inspections	X		
General cleaning, including windows (janitorial), repair/replacement of clogged/broken toilets/sinks, carpets (including annual cleaning), interior doors and fixtures, plumbing and other interior improvements		X	Excludes damage from rentals. Drapes and blinds are CMSC responsibility
Operations (scheduling staff, classes/activities, volunteer mgmt, contract programs, facility oversight, grants and grant oversight)	X		
HVAC, stove, refrigerator, oven		X	Repair only. HVAC replacement is City responsibility, all other equipment replacement is not budgeted by Maint. Srv. Must be negotiated.
Legal Advice	X		Subject to Brown Act
Board and Board meetings inc. agenda prep, minutes, financial statements, reports, bylaws, articles of incorporation	X		Subject to Brown Act
Senior Advisory Committee (SAC) including agenda, minutes and so on	X		Although run as public meetings, these are not legally subject to Brown Act
Building rentals and setting rates	X		
Carpet replacement		X	
Set-up/take down of program support furniture	X		
Clean-up of room or area required between programs/classes	X		
Drain clearing during normal hours		X	City maintenance staff will be used
After hours - rentals drain clearing	X		City will provide at charge to responsible party
Grease interceptor maintenance		X	City maintenance staff will be used
HVAC programming		X	Temperature set by Fed standard and controlled by City maintenance staff
Operable wall (room dividers) maintenance & repair		X	
Bathroom and Kitchen paper supplies	X		
Security system operation, monitoring, repair, etc.	X		
Furniture, office and program equipment, computers, display	X		
Annual financial audit/statement	X		
Annual program report	X		CMSC delivers to City Recreation staff on or before September 30 of each year
Lease payment (\$1/year) by CMSC to City	X		Per Agreement, on or before July 1 of each year
City payments to CMSC	X	X	CMSC invoices City by July 1, October 1, January 1 and April 1; City payment on first check issuance date after processing
Recreational, cultural, social programming	X		

**EXHIBIT "D" ROLES AND RESPONSIBILITIES**

Marketing, website management	X			
Program survey	X			To be conducted by CMSC as part of the Annual Program report document
Personnel - salary, compensation, supervision, disciplinary actions; compliance with employment laws and labor law; drug-free	X			
Rule development and enforcement	X			
Insurance - all types	X	X		CMSC General Liability, Worker's Compensation, Employee, etc.;; City self-insured for Transportation Services
Taxes	X			
Inspections		X		
Transportation Services	X		X	As funding permits, City may provide a vehicle and driver, insurance, gas, maintenance; CMSC provides scheduling services, information services, daily trip sheets, logs. CMSC may provide additional transportation services (i.e., medical)
Budget	X			All finances are purview of CMSC; City allocation is for operations

Revised 01/28/10 JR

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