CITY of CALABASAS

CITY COUNCIL AGENDA
REGULAR MEETING – WEDNESDAY, AUGUST 12, 2020
VIA ZOOM TELECONFERENCE
www.cityofcalabasas.com

IMPORTANT NOTICE REGARDING THE AUGUST 12, 2020 COUNCIL MEETING

This meeting is being conducted utilizing teleconferencing and electronic means consistent with Governor Newsom's Executive Order N-29-20, regarding the COVID-19 pandemic. The live stream of the meeting may be viewed on the City's CTV Channel 3 and/or online at http://www.cityofcalabasas.com/. In accordance with the Governor's Executive Order, the public may participate in the meeting using the following steps:

From a PC, Mac, iPhone or Android device please go to:

Webinar ID:

https://us02web.zoom.us/j/85295038269?pwd=Y09TRW40TkovUEY2WUxxb0hMY3MwQT09

Password: Passcode: 720296

From a telephone, Dial (for higher quality, dial a number based on your current location): US: 1-669-900-9128 or +1-346-248-7799 or +1-253-215-8782 or +1-301-715-8592 or +1-312-626-6799 or +1-646-558-8656

Members of the public wishing to address the City Council during public comment or during a specific agenda item, please press "Raise Hand" if you are joining via Zoom. Please press *9 if you are joining via phone. Please state your name and the City you live in. You will be allowed three minutes to address the Council.

OPENING MATTERS – 7:00 P.M.

Call to Order/Roll Call of Councilmembers
Pledge of Allegiance
Approval of Agenda

PRESENTATIONS – 7:20 P.M.

- Local Agency Formation Commission (LAFCO) presentation on Municipal Services Review (MSR) by Jennifer Stephenson
- Introduction of Gabriel Graham, Las Virgenes-Malibu Council of Governments Homeless Liaison

ANNOUNCEMENTS/INTRODUCTIONS – 7:55 P.M.

ORAL COMMUNICATION – PUBLIC COMMENT – 8:05 P.M.

CONSENT ITEMS – 8:15 P.M.

1. Consideration of Resolution No. 2020-1698 approving the Las Virgenes-Malibu Council of Governments Amended and Restated Joint Powers Agreement

CONTINUED BUSINESS – 8:20 P.M.

2. Recommendation regarding Calabasas Open Small Business Grant Program

NEW BUSINESS – 8:40 P.M.

3. June 2020 Sheriff's Crime Report

4. Discussion of options to amend Section 17.12.050 (Antennas / Wireless communication facilities) of the Calabasas Municipal Code

5. Discussion and direction to staff regarding the Calabasas Klubhouse and Little Learners

6. Discussion of past election issues and the November 3 election

7. Discussion regarding select Housing Legislation under review by the Las Virgenes-Malibu Council of Governments and direction to support, oppose or take no action on the identified legislation

8. City Council position on the LA County Board of Supervisors proposed Charter Amendment shifting budget priorities away from law enforcement

INFORMATIONAL REPORTS – 9:40 P.M.

9. Check Register for the period of June 17-August 3, 2020

TASK FORCE REPORTS – 9:45 P.M.

CITY MANAGER'S REPORT – 9:50 P.M.

FUTURE AGENDA ITEMS – 9:55 P.M.

ADJOURN – 10:00 P.M.

The City Council will adjourn to their regular meeting scheduled on Wednesday, August 26, 2020, at 7:00 p.m.

A copy of the City Council agenda packet is available for review at City Hall and the Calabasas Library. Materials related to items on this agenda submitted to the Council after distribution of the agenda packet are available for public inspection in the City Clerk's Office, 100 Civic Center Way, Calabasas, CA 91302, during normal business hours. Such documents are also available on the City of Calabasas website at www.cityofcalabasas.com subject to the City staff's ability to post the documents before the meeting. The City of Calabasas, in complying with the Americans with Disabilities Act (ADA), requests individuals who require special accommodations to access, attend and/or participate in the City meeting due to disability, to please contact the City Clerk's Office, (818) 224-1600, at least one business day prior to the scheduled meeting to ensure that we may assist you.

Calabasas Municipal Service Review and Sphere of Influence Update

Authored by Policy Consulting Associates and Berkson Associates for the Local Agency Formation Commission for the County of Los Angeles

August 12, 2020

What is a Municipal Service Review?

"In order to prepare and update spheres of influence in accordance with Section 56425, the Commission shall conduct a service review of the municipal services provided …."

- Government Code §56430

A Sphere of Influence (SOI) is a planning boundary outside of an agency's legal boundary that designates the agency's probable future boundary and service area.

What is a Municipal Service Review?

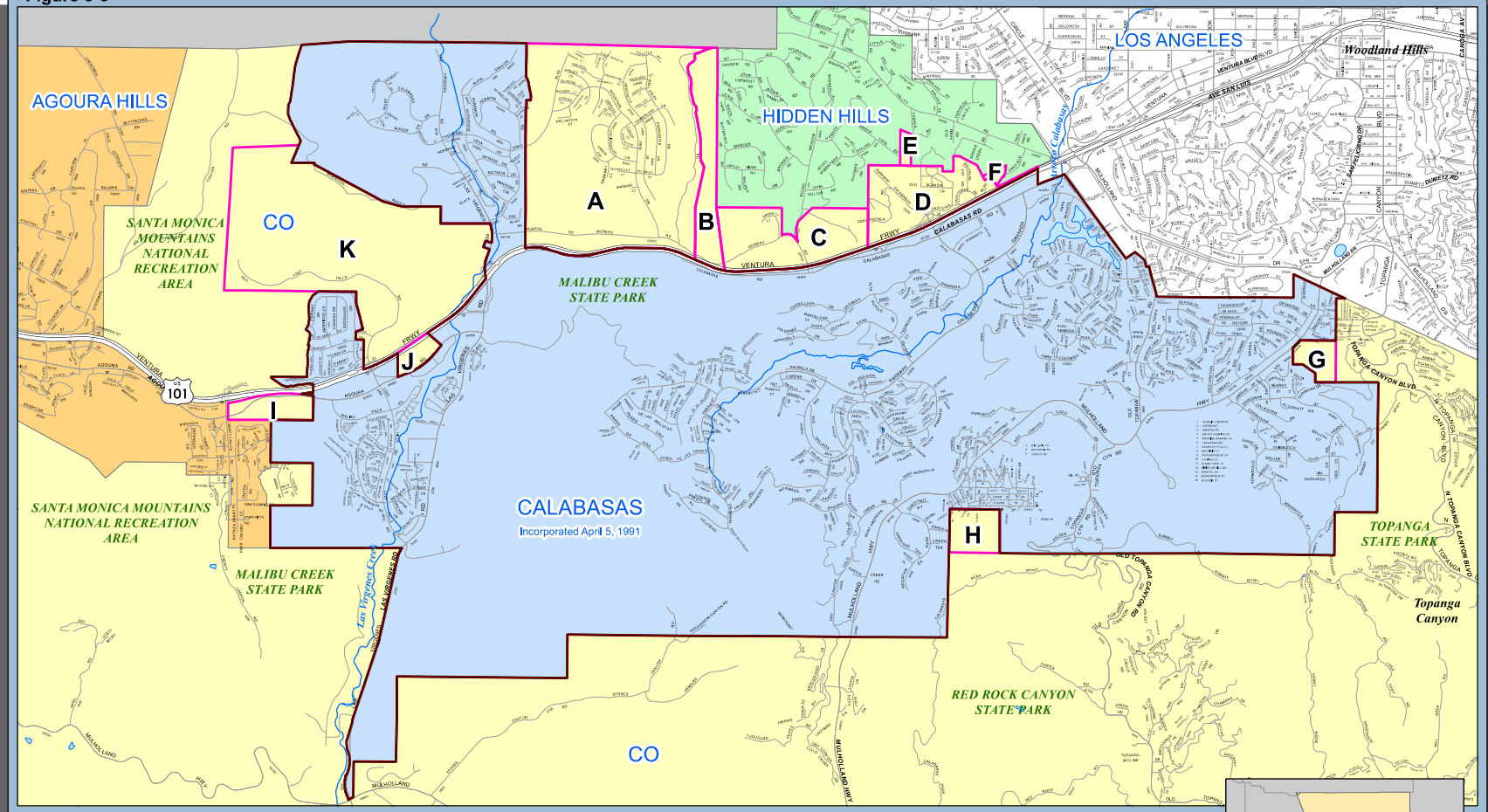
AB 1744 requires LAFCo to make certain determinations:

- Present and planned capacity of public facilities and adequacy of public services
- Disadvantaged Unincorporated Communities
- Growth and population projections
- Financial ability of agencies to provide services
- Status of, and opportunities for, shared facilities
- Accountability for community service needs
- Any other matter related to effective or efficient service delivery

MSR Process

1. Development of project website
2. Public outreach via email updates
3. Data discovery
4. Request for information
5. City interviews
6. City review of chapter
7. Compilation of administrative draft
8. Review by LAFCO staff
9. Release of public review draft list of interested staff, governing body, and public
10. Presentations at Agoura Hills, Calabasas and Hidden Hills council meetings
11. Edits made pursuant to comments received
12. Considered for adoption at LAFCO Public Hearing 9/9

Figure 5-5



Calabasas Sphere of Influence

Legend

- City of Calabasas
- Calabasas Sphere of Influence (SOI), Coterminous

Sphere of Influence History

Action	Effective Date
Established	07-08-92
Reconfirmed	08-25-04
Reconfirmed	10-10-12

1 in = 1 miles

0 0.25 0.5 1 Miles

N W E S

Revised: June 2, 2020

C:\GIS\Calabasas_PCA

Sphere of Influence Update

- Area A (Mountain View Estates) - the Mountain View Estates subdivision with 385 single-family homes covering approximately 237 acres, and open space lands covering 558 acres.
- Area B (Las Virgenes Open Space Preserve) - Adjacent to Hidden Hills western municipal boundary, undeveloped and substantially includes Upper Las Virgenes Open Space Preserve.
- Area C (Mureau Estates) - Unincorporated area south of Hidden Hills and north of Calabasas, includes gated Mureau Estates and a school.
- Areas D (Craftsman's Corner) - Commercial area proposed for annexation by Calabasas.
- Areas E and F (Craftsman's Corner) – Four unincorporated parcels required by LAFCO to be annexed to the Hidden Hills to prevent creation of unincorporated "islands" between cities post annexation of Area D.

Sphere of Influence Update

- Area G (Alice C. Stelle Middle School) - consists only of the Alice C. Stelle Middle School, surrounded on three sides by Calabasas, and is accessible only from Mullholland Highway, which is within the City.
- Area H (Open Space) - two lots zoned as open space.
- Area I (Agoura Road) – 43 acres with five properties, service island with potential shared impacts on both Agoura Hills and Calabasas
- Area J (Agoura Road) – 6 parcels with 7 business park structures, surrounded by Calabasas and Highway 101. Access is only from Agoura Road through the City.
- Area K (Calabasas Landfill) - 645 acres of open space and heavy agricultural designated uses. The Calabasas Landfill has been identified for potential future open space and regional recreational uses.

Sphere of Influence Recommendations

- Include Areas A, D, G, H and J within SOI to improve service efficiencies and create more logical city boundaries which integrate communities.
- Include Area D (and exclude E and F) consistent with the agreement between Hidden Hills and Calabasas.
- Areas B and C are recommended to remain in the Hidden Hills SOI so the City may have an opportunity to plan for these areas during its GP Update.
- Area I (Agoura Road) becomes a LAFCO "Area of Concern" or joint planning area between the County, Agoura Hills, and Calabasas to address issues of mutual concern/interest.
- Continue to exclude Area K form the City's SOI until the landfill is nearing closure and the City has a more defined plan for use.

Approved by City Manager:

CITY of CALABASAS

CITY COUNCIL AGENDA REPORT

DATE: JULY 28, 2020

TO: HONORABLE MAYOR AND COUNCILMEMBERS

FROM: RAY TAYLOR, INTERIM CITY MANAGER

SUBJECT: CONSIDERATION OF RESOLUTION NO. 2020-1698 APPROVING THE LAS VIRGENES-MALIBU COUNCIL OF GOVERNMENTS AMENDED AND RESTATED JOINT POWERS AGREEMENT

MEETING DATE: AUGUST 12, 2020

SUMMARY RECOMMENDATION:

That the City Council adopt the Amended and Restated Joint Exercise of Powers Agreement of the Las Virgenes-Malibu Council of Governments with changes as recommended by the Governing Board.

BACKROUND:

In the mid-1990's prior to the formation of this region's council of governments, it was the practice of the area city managers to meet informally from time to time to exchange and share ideas and information among the cities. Over time it became apparent that there was a growing need for the cities to address regional issues and subjects of mutual interest with the goal of developing a unified and consistent voice on regional policies, legislation, etc., which required a more representative and formal organization. It was in this context that the five cities in the region (Agoura Hills, Calabasas, Hidden Hills, Malibu, and Westlake Village) created a formal association in 1985 aptly titled the Las Virgenes Malibu Conejo Council of Governments (LVMCCOG) through the formation of a Joint Exercise of Powers Agreement (JPA).

DISCUSSION:

Although the structure of our region's council of governments has been functioning well, there is a need to update certain outdated sections of the original JPA. With that in mind, this past May the Governing Board voted to direct staff and legal counsel to prepare the attached Amended and Restated Joint Powers Agreement in order to: change the official name of the organization from Las Virgenes Malibu Conejo Council of Governments to Las Virgenes-Malibu Council of Governments; permit an alternate Governing Board representative to participate in the Governing Board meeting proceedings even when that member's regular Governing Board representative is physically present; and change the date of the elections of the President and Vice President from the first regular meeting of the Governing Board held in May of each calendar year to the first regular meeting of the Governing Board held in January of each calendar year, and adjust the terms accordingly.

Attached is a copy of the Amended and Restated Joint Powers Agreement reflecting the changes noted above.

FISCAL IMPACT/SOURCE OF FUNDING:

There is no fiscal impact associated with this item.

REQUESTED ACTION:

That the City Council adopt Resolution No. 2020-1698, approving the Las Virgenes-Malibu Council of Governments Amended and Restated Joint Powers Agreement as recommended by the organization's Governing Board.

ATTACHMENTS:

1. Resolution No. 2020-1698
2. Copy of Amended and Restated Joint Powers Agreement (reflecting proposed changes recommended by the Governing Board)

ITEM 1 ATTACHMENT 1
RESOLUTION NO. 2020-1698

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CALABASAS, CALIFORNIA, APPROVING THE LAS VIRGENES MALIBU COUNCIL OF GOVERNMENTS AMENDED AND RESTATED JOINT POWERS AGREEMENT.

WHEREAS, the City of Agoura Hills, the City of Hidden Hills, the City of Calabasas, the City of Malibu, and the City of Westlake Village (collectively the "Members") previously entered into a Joint Exercise of Powers Agreement, dated as of August 11, 1989 (the "JPA Agreement") pursuant to which the Las Virgenes Malibu Council of Governments (the "L VMCOG") was formed; and

WHEREAS, the Members desire to amend and restate the JPA Agreement to: 1) Change the official name of the Council of Governments from "Las Virgenes Malibu Conejo Council of Governments ' to "Las Virgenes Malibu Council of Governments"; 2) Permit an Alternate Governing Board Representative to participate in the proceedings of the Governing Board even when that Member's Governing Board Representative is physically present; 3) Change the date of the elections of the President and Vice President from the first regular meeting of the Governing Board held in May of each calendar year to the first regular meeting of the Governing Board held in January of each calendar year; and 4) Change the terms of the President and Vice President from commencing on July 1 and expiring on the following July 1 to commencing immediately following the elections and expiring immediately following the elections which are conducted at the first regular meeting of the Governing Board held in January of the following year (the "JPA Amendment").

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF CALABASAS DOES HEREBY FIND, DETERMINE AND RESOLVE AS FOLLOWS:

Section 1. JPA Amendment. The attached JPA Amendment is hereby approved and the Mayor is hereby authorized and directed, for and on behalf of the City, to execute the JPA Amendment in substantially the form hereby approved, such approval to be conclusively evidenced by his or her execution and delivery thereof.

Section 2. Effective Date. This resolution shall take effect from and after the date of approval and adoption hereof.

PASSED, APPROVED AND ADOPTED THIS 12th day of August 2020.

_____
Alicia Weintraub, Mayor

ATTEST:

_____
Maricela Hernandez, City Clerk
Master Municipal Clerk
California Professional Municipal Clerk

APPROVED AS TO FORM:

_____
Scott H. Howard
Colantuono, Highsmith & Whatley, PC
City Attorney

AMENDED AND RESTATED JOINT EXERCISE OF POWERS AGREEMENT

LAS VIRGENES MALIBU ~~CONEJO~~ COUNCIL OF GOVERNMENTS

(A JOINT POWERS AUTHORITY)

This Joint Exercise of Powers Agreement ("Agreement") is made and entered into by and between the public entities (collectively, "Members") whose names are set forth on Exhibit A, attached hereto and incorporated herein by this reference, pursuant to Section 6500 et seq. of the Government Code and other applicable law:

WITNESSETH:

The parties hereto do agree as follows:

Section 1. Recitals. This Agreement is made and entered into with respect to the following facts:

A. Historically, the Las Virgenes Malibu Conejo Council, an informal association of elected officials and city managers of the Members, has played a valuable role in serving as a forum for the exchange of ideas and information among its member cities; however, the growing need for the cities in Las Virgenes Malibu Conejo area of Los Angeles County to develop and implement their own subregional policies and plans and voluntarily and cooperatively resolve differences among themselves requires a more representative and formal structure;

B. The public interest requires a joint powers agency to conduct studies and projects designed to improve and coordinate the common governmental responsibilities and services on an area-wide and subregional basis through the establishment of a council of governments;

C. The public interest requires that an agency explore areas of intergovernmental cooperation and coordination of government programs and provide recommendations and solutions to problems of common and general concern to its Members;

D. The public interest requires that an agency with the aforementioned goals not possess the authority to compel any of its members to conduct any activities or implement any plans or strategies that they do not wish to undertake (except for the payment of dues, if any);

E. Each Member is a governmental entity established by law with full powers of government in legislative, administrative, financial, and other related fields;

F. Each Member, by and through its legislative body, has determined that a subregional organization to assist in planning and voluntary coordination among the

cities in Las Virgenes Malibu Conejo area of Los Angeles County is required in furtherance of the public interest, necessity and convenience; and

G. Each Member, by and through its legislative body, has independently determined that the public interest, convenience and necessity requires the execution of this Agreement by and on behalf of each such Member.

Section 2. Creation of Separate Legal Entity. It is the intention of the Members to create, by means of this Agreement, a separate legal entity within the meaning of Section 6503.5 of the Government Code. Accordingly, there is hereby created a separate legal entity which shall exercise its powers in accordance with the provisions of this Agreement and applicable law.

Section 3. Name. The name of the said separate legal entity shall be the Las Virgenes Malibu ~~Conejo~~ Council of Governments ("LVM~~C~~COG").

Section 4. Purpose and Powers of the LVM~~C~~COG.

A. Purpose of LVM~~C~~COG. The purpose of the creation of the LVM~~C~~COG is to provide a vehicle for the Members to voluntarily engage in regional and cooperative planning and coordination of government services and responsibilities to assist the Members in the conduct of their affairs. It is the clear intent among the Members that the LVM~~C~~COG shall not possess the authority to compel any of its members to conduct any activities or implement any plans or strategies that they do not wish to undertake (except for the payment of dues). The goal and intent of the LVM~~C~~COG is one of voluntary cooperation among cities for the collective benefit of cities in the Las Virgenes Malibu Conejo area of Los Angeles County.

B. Common Powers. The LVM~~C~~COG shall have, and may exercise, the following powers:

(1) Serve as an advocate in representing the Members of the Las Virgenes Malibu ~~Conejo~~ Council of Governments at the regional, state and federal levels on issues of importance to the Las Virgenes Malibu Conejo area of Los Angeles County;

(2) Serve as a forum for the review, consideration, study, development and recommendation of public policies and plans with regional significance;

(3) Assemble information helpful in the consideration of problems peculiar to the Members;

(4) Utilize Member resources or presently existing public and public/private groups to carry out its programs and projects;

(5) Explore practical avenues for voluntary intergovernmental cooperation, coordination and action in the interest of local public welfare and improving the administration of governmental services;

(6) Assist in coordinating subregional planning efforts and in resolving conflicts among the cities in the Las Virgenes Malibu Conejo area of Los Angeles County as they work toward achieving planning goals;

(7) Build a consensus among the Members on the implementation of policies and programs for addressing subregional and regional issues;

(8) Make and enter into contracts, including contracts for the services of engineers, consultants, planners, attorneys and single purpose public/private groups;

(9) Employ agents, officers and employees;

(10) Apply for, receive and administer a grant or grants under any federal, state, or regional programs;

(11) Receive gifts, contributions and donations of property, funds, services and other forms of financial assistance from persons, firms, corporations and any governmental entity;

(12) Acquire, construct, lease, manage, maintain, own and operate any buildings, works, or improvements;

(13) Incur debts, liabilities and obligations;

(14) Sue and be sued; and

(15) Delegate power to the Executive Director, except as otherwise provided in this Agreement.

C. Exercise of Powers. The LVM~~C~~COG shall, in addition, have all implied powers necessary to perform its functions. It shall exercise its powers only in a manner consistent with the provisions of applicable law, this Agreement and the Bylaws. In accordance with Government Code Section 6509, the powers of the LVM~~C~~COG shall be exercised in the manner prescribed in the Joint Exercise of Powers Act, Government Code Sections 6500 et seq., as that Act now exists and may hereafter be amended, and shall be subject to the restrictions upon the manner of exercising such powers that are imposed upon the City of Calabasas, a general law city, in the exercise of similar powers.

Section 5. Creation of Governing Board. There is hereby created a Governing Board for the LVM~~C~~COG ("Governing Board") to conduct the affairs of the LVM~~C~~COG. The Governing Board shall be constituted as follows:

A. **Designation of Governing Board Representatives.** One council member shall be designated as a representative of the Governing Board by the city council of each of the Members ("Governing Board Representative").

B. **Designation of Alternate Governing Board Representatives.** One person shall be designated as an alternate representative of the Governing Board by the legislative body of each of the Members ("Alternate Governing Board Representative") to serve in the absence of the Governing Board Representative.

C. **Eligibility.** No person shall be eligible to serve as a Governing Board Representative or an Alternate Governing Board Representative unless that person is, at all times during the tenure of that person as a Governing Board Representative or Alternate Governing Board Representative, a member of the legislative body of one of the appointing Members. Should any person serving on the Governing Board fail to maintain the status as required by this Section 5, that person's position on the Governing Board shall be deemed vacated as of the date such person ceases to qualify pursuant to the provisions of this Section 5 and the Member shall be entitled to appoint a qualified replacement.

D. **Compensation.** Governing Board Representatives and Governing Board Representative Alternates shall receive no compensation but may be reimbursed for expenses necessarily and reasonably incurred in connection with their service on the LVMCOG.

Section 6. Use of Public Funds and Property. The LVMCOG shall be empowered to utilize for its purposes, public and private funds, property and other resources received from the Members and from other sources. Subject to the approval of the Governing Board of the LVMCOG, the Members shall participate in the funding of the LVMCOG in such a manner as the Governing Board shall prescribe, subject to the provisions of Section 24 of this Agreement. Where applicable, the Governing Board of the LVMCOG may permit one or more of the Members to provide in kind services, including the use of property, in lieu of devoting cash to the funding of the LVMCOG's activities.

Section 7. Functioning of Governing Board.

A. **Voting and Participation.** Each Member may cast only one vote for each issue before the Governing Board through its representatives. An Alternate Governing Board Representative may ~~participate or~~ vote in the proceedings of the Governing Board only in the absence of that Member's Governing Board Representative. Governing Board Representatives and Alternate Governing Board Representatives seated on the Governing Board shall be entitled to participate and vote on matters pending before the Governing Board only if such person is physically present at the meeting of the Governing Board and if the Member which that Governing Board Representative or Alternate Governing Board

Representative represents has timely and fully paid dues as required by this Agreement and the Bylaws.

B. **Proxy Voting.** No absentee ballot or proxy shall be permitted.

C. **Quorum.** A quorum of the Governing Board shall consist of a majority of its total voting membership.

D. **Committees.** As needed, the Governing Board may create permanent or ad hoc advisory committees to give advice to the Governing Board on such matters as may be referred to such committee by the Governing Board. All committees shall have a stated purpose before they are formed and shall remain in existence until they are dissolved by the Governing Board. Persons shall be appointed to such committees by the Governing Board and each such appointee shall serve at the pleasure of the Governing Board. Committees, unless otherwise provided by law, this Agreement, the Bylaws or by direction of the Governing Board, may be composed of representatives to the Governing Board and other persons.

E. **Actions.** Actions taken by the Governing Board shall be by a majority of the voting representatives of the Governing Board which are present with a quorum in attendance, unless by a provision of applicable law, this Agreement, the Bylaws or by direction of the Governing Board, a higher number of votes is required to carry a particular motion.

Section 8. Duties of the Governing Board. The Governing Board shall be deemed, for all purposes, the policy making body of the LVMCOG. All of the powers of the LVMCOG, except as may be expressly delegated to others pursuant to the provisions of applicable law, this Agreement, the Bylaws or by direction of the Governing Board, shall be exercised by and through the Governing Board.

Section 9. Roberts Rules of Order. The substance of Roberts Rules of Order shall apply to proceedings of the Governing Board, except as may otherwise be provided by provisions of applicable law, this Agreement, the Bylaws or by direction of the Governing Board.

Section 10. Meetings of Governing Board. The Governing Board shall, by means of the adoption of Bylaws, establish the dates and times of regular meetings of the Governing Board. The location of each such meeting shall be as directed by the Governing Board.

Section 11. Election of the President and Vice President. The President shall be the chairperson of the Governing Board, shall conduct all meetings of the Governing Board and perform such other duties and functions as required of such person by provisions of applicable law, this Agreement, the Bylaws or by the direction of the Governing Board. The Vice President shall serve as President in the absence of the President and shall perform such duties as may be required by provisions of applicable

law, this Agreement, the Bylaws, or by the direction of the Governing Board or the President.

~~At the first regular meeting of the Governing Board, a Governing Board Representative shall be elected to the position of President by the Governing Board, and a different Governing Board Representative shall be elected to the position of Vice President of the Governing Board. The terms of office of the President and Vice President elected at the first regular meeting of the Governing Board shall continue through the first July 1 of their terms and expire on the second July 1, and elections to determine their successors shall not be held until the first regular meeting of the May preceding the second July 1. Thereafter,~~ aA Governing Board Representative shall be elected annually to the position of President, and a different Governing Board Representative shall be elected to the position of Vice President of the Governing Board at the first regular meeting of the Governing Board held in ~~May~~January of each calendar year. The terms of office of the President and Vice President shall commence immediately following the elections~~the July 1 of that calendar year~~ and expire ~~on the~~ immediately following the elections which are conducted at the first regular meeting of the Governing Board held in January of the following calendar year ~~July 1~~.

If there is a vacancy, for any reason, in the position of President or Vice President, the Governing Board shall forthwith conduct an election and fill the vacancy for the unexpired term of such prior incumbent. The President and Vice President shall serve at the pleasure of the Governing Board.

Section 12. Executive Director. The Governing Board may appoint by a majority vote of the total voting membership a person to be Executive Director on any basis it desires including, but not limited to, a contract or employee basis. The Executive Director shall not be a Governing Board Representative, an Alternate Governing Board Representative, or an elected or appointed official of any Member. The Executive Director shall be the chief administrative officer of the LVM~~C~~COG. The Executive Director shall receive such compensation as may be fixed by the Governing Board. The Executive Director shall serve at the pleasure of the Governing Board and may be relieved from such position at any time, without cause, by a majority of the total voting membership of the Governing Board taken at a regular, adjourned regular or special meeting of the Governing Board. The Executive Director shall perform such duties as may be imposed upon that person by provisions of applicable law, this Agreement, the Bylaws, or by the direction of the Governing Board.

Section 13. Designation of Treasurer and Auditor. The Governing Board shall, in accordance with applicable law, designate a qualified person to act as the Treasurer for the LVM~~C~~COG and a qualified person to act as the Auditor of the LVM~~C~~COG. If the Governing Board so designates and, in accordance with provisions of applicable law, a qualified person may hold both the office of Treasurer and the office of Auditor of the LVM~~C~~COG. The compensation, if any, of a person or persons holding the offices of Treasurer and Auditor shall be set by the Governing Board.

Section 14. Duties of Treasurer and Auditor. The Treasurer shall have charge of the depositing and custody of all funds held by the LVMCOG. The Treasurer shall perform such other duties as may be imposed by provisions of applicable law, including those duties described in Section 6505.5 of the Government Code, and such duties as may be required by the Governing Board. The Auditor shall perform such functions as may be required by provisions of applicable law, this Agreement, the Bylaws and by the direction of the Governing Board.

Section 15. Designation of Other Officers and Employees. The Governing Board may employ such other officers or employees as it deems appropriate and necessary to conduct the affairs of the LVMCOG.

Section 16. Obligations of LVMCOG. The debts, liabilities and obligations of the LVMCOG shall be the debts, liabilities or obligations of the LVMCOG alone. No Member of the LVMCOG shall be responsible, directly or indirectly, for any obligation, debt or liability of the LVMCOG, whatsoever.

Section 17. Control and Investment of LVMCOG Funds. The Governing Board shall adopt a policy for the control and investment of its funds and shall require strict compliance with such policy. The policy shall comply, in all respects, with all provisions of applicable law.

Section 18. Implementation Agreements. When authorized by the Governing Board, affected Members may execute an Implementation Agreement for the purpose of authorizing the LVMCOG to implement, manage and administer area-wide and regional programs in the interest of the local public welfare. The costs incurred by the LVMCOG in implementing a program, including indirect costs, shall be assessed only to those Members who are parties to that Implementation Agreement.

Section 19. Term. The LVMCOG created pursuant to this Agreement shall continue in existence until such time as this Agreement is terminated. This Agreement may not be terminated except by an affirmative vote of a majority of the then total voting membership of the Governing Board.

Section 20. Application of Laws to LVMCOG Funds. The LVMCOG shall comply with all applicable laws in the conduct of its affairs, including, but not limited to, the Ralph M. Brown Act. (Section 54950 et seq., of the Government Code.)

Section 21. Members.

A. **Withdrawal.** A Member may withdraw from the LVMCOG by filing its written notice of withdrawal with the President of the Governing Board 60 days before the actual withdrawal. Such withdrawal shall be effective at 12:00 o'clock a.m. on the last day of that 60-day period. The withdrawal of a Member shall not in any way discharge, impair or modify the voluntarily-assumed obligation of the withdrawn Member in existence as of the effective date of its withdrawal. Withdrawal of a

Member shall not affect the remaining Members. A withdrawn Member shall not be entitled to the return of any funds or other assets belonging to the LVMCOG, until the effective date of termination of this Agreement, except that a withdrawn Member shall be entitled to the balance of the annual dues paid for the year by that Member which were intended for the remaining part of that year. Withdrawal from any Implementation Agreement shall not be deemed withdrawal from the LVMCOG.

B. **Non-Payment of Dues.** If a Member fails to pay dues within three months of the annual dues assessment as required under Section 23 of this Agreement and the Bylaws, and after a 30-day written notice is provided to that Member, the Member shall be deemed to be suspended from this Agreement and the LVMCOG. When a Member is suspended, no representative of that Member shall participate or vote on the Governing Board. Such a Member shall be readmitted only upon the payment of all dues then owed by the Member, including dues incurred prior to the suspension and during the suspension.

C. **Admitting New Members.** New Members may be admitted to the LVMCOG upon an affirmative vote of a majority of the total voting membership of the Governing Board provided that such a proposed new Member is a city or other public agency whose jurisdiction, or part thereof, lies within or immediately adjacent to, the Las Virgenes Malibu Conejo area of Los Angeles County. Admission shall be subject to such terms and conditions as the Governing Board may deem appropriate.

Section 22. Interference with Function of Members. The Governing Board shall not take any action which constitutes an interference with the exercise of lawful powers by a Member of the LVMCOG.

Section 23. Dues of Members. The Members of the LVMCOG shall be responsible for the payment to the LVMCOG, annually, of dues, if any, in the amounts periodically budgeted by the Governing Board, as and for the operating costs of the LVMCOG, as provided in the Bylaws.

Section 24. Disposition of Assets. Upon the winding up and dissolution of the LVMCOG, after paying or adequately providing for the debts and obligations of the LVMCOG, the remaining assets of the LVMCOG shall be distributed to the parties to this Agreement in proportion to their contributions to the LVMCOG during its existence, pursuant to Government Code Section 6512.

Section 25. Amendment. This Agreement may be amended at any time with the consent of a majority of the then members by a majority vote of the legislative body of each Member.

Section 26. Effective Date. The effective date ("Effective Date") of this Agreement shall be October 1, 1998, if all of the Members adopt and sign this Agreement by a majority vote of the legislative body of each Member. If any of the Members have not

signed this Agreement by October 1, 1998, then the Effective Date of this Agreement shall be the date by which all of the Members adopt and sign this Agreement.

The Members of this Joint Powers Agreement have caused this Agreement to be executed on their behalf, respectively, as follows:

DATED: _____ CITY OF: _____

MAYOR: _____

ATTEST: _____
CITY CLERK

EXHIBIT A

MEMBERS

City of Agoura Hills
~~30101 Agoura Court~~
~~Suite 102~~
30001 Ladyface Court
Agoura Hills, California 91301
Attention: ~~David Adams~~Greg Ramirez
City Manager

City of Hidden Hills
6165 Spring Valley Road
Hidden Hills, California 91302
Attention: ~~Charlie L. Paglia~~Kerry Kallman
City Manager

City of Calabasas
~~26135 Mureau Road~~
100 Civic Center Way
Calabasas, California 91302
Attention: ~~Charles Cate~~Raymond Taylor
Interim City Manager

City of Malibu
~~2355 Civic Center Way~~
23825 Stuart Ranch Road
Malibu, California 90265
Attention: ~~Harry Peacock~~Reva Feldman
City Manager

City of Westlake Village
~~4373 Park Terrace Drive~~
31200 Oak Crest Drive
Westlake Village, California 91361
Attention: ~~Raymond Taylor~~Rob de Geus
City Manager

Approved by City Manager:

CITY *of* CALABASAS

CITY COUNCIL AGENDA REPORT

DATE: AUGUST 3, 2020

TO: HONORABLE MAYOR AND COUNCILMEMBERS

FROM: RON AHLERS, CHIEF FINANCIAL OFFICER
MICHAEL MCCONVILLE, MANAGEMENT ANALYST

SUBJECT: RECOMMENDATION REGARDING CALABASAS OPEN SMALL BUSINESS GRANT PROGRAM

MEETING DATE: AUGUST 12, 2020

SUMMARY RECOMMENDATION:

Recommendation that Council (1) reopen and approve revisions to the Calabasas Open Small Business Grant Program and (2) authorize an expenditure of the remaining $101,481 in first phase Program funds in accordance with either Option listed in the staff report.

CURRENT STATUS:

The Calabasas Open Small Business Grant Program (Program) has provided 45 small businesses with $398,519 in grants to assist with COVID-19 reopening costs. The FY 2020-21 approved Program appropriation amount is $1 million, with $500,000 being utilized for the first phase of the program. This provides $101,481 in funding for approximately 10 businesses to receive first phase Program grants. The final list of approved and rejected applicants is attached for further reference.

BACKGROUND/DISCUSSION:

Due to the availability of first phase Program funding, and Council's desire to provide much needed resources to the City's struggling small businesses, it is requested that Council consider revising current eligibility requirements.

In accordance with the Program guidelines, healthcare providers were rejected due to their status as Essential Businesses by the LA County Public Health Safer at Home Order. However, it has been brought to staff's attention that many healthcare providers were required to close as a result of other government entities at the federal or state level, in addition to formal requests also made by various medical associations. For this reason, staff would like Council to consider allowing the issuance of grants to healthcare providers such as dentists, orthodontists, physicians, and other small businesses that deliver licensed healthcare services.

During the July 15 City Council meeting, it was also requested that Council consider allowing the issuance of grants for recently opened small businesses. Staff recommends altering the eligibility date to March 1, 2020.

Below are the two options that staff recommend Council choose from to provide direction on Program revisions and spending of additional phase one funds:

Option 1

Council directs staff to revise Program eligibility requirements and open another application acceptance period. Staff would open the application period for two days, or longer if Council desires, with the goal of accepting applications from August 24th to the 25th. Businesses that were rejected during the first application review, but would become eligible with Council revisions, will be asked to resubmit their application to allow for equitable opportunity for businesses who did not apply prior due to eligibility restrictions. All other requirements would remain the same, i.e. first come first served, priority to sales and transient occupancy tax generating businesses. Program terms and policies would be applied in the same manner as the first application acceptance period. The first phase of the Program will conclude once eligible applications are approved.

Option 2

Council directs staff to revise Program eligibility requirements and approve applications that were rejected under initial Program rules. Staff would not open another application acceptance period. The first phase of the Program will conclude once eligible applications are approved.

FISCAL IMPACT/SOURCE OF FUNDING:

The City Council has approved a $500,000 allocation from the Disaster Recovery Fund (46) (Woolsey Fire Settlement) as the funding source for the first phase of the Calabasas Open Small Business Grant Program. The City has distributed $398,519 in first phase grants, which provides $101,481 in funding for approximately 10 businesses to close the first phase of the program.

REQUESTED ACTION:

Recommendation that Council (1) reopen and approve revisions to the Calabasas Open Small Business Grant Program and (2) authorize an expenditure of the remaining $101,481 in first phase Program funds in accordance with either Option listed in the staff report.

ATTACHMENTS:

1. Calabasas Open Small Business Grant Program - Approved & Rejected Businesses, updated 08/04/2020

Calabasas Open Small Business Grant Program - Approved & Rejected Businesses

Updated 08/04/2020

ID	Business Name	Business Address	Eligible	Approved Grant Award
89	AHA Group DBA Fantastic Sams Calabasas	26500 Agoura Rd. #100 Calabasas, CA 91302	Yes	$10,000
48	Atmosphere Events & Catering	23400 Park SorrentoCalabasas, CA 91302	Yes	$3,425
99	BCBC Nail Spa	4732 Common Way., Ste. ICalabasas, CA 91302	Yes	$10,000
97	BCBC Nail Spa	26799 Agoura Rd., Ste. C4Calabasas, CA 91302	Yes	$10,000
54	Blackbird General Store, Inc.	23504 Calabasas Rd., #2, Calabasas, CA 91302	Yes	$8,450
67	BLUSH BOUTIQUE	23671 CALABASAS RDCALABASAS, CA. 91302	Yes	$9,100
79	Calabasas Auto Spa	24115 Calabasas Rd.Calabasas, CA 91302	Yes	$10,000
83	Calabasas Cupcake Bouquets	4774 Park Granada, Calabasas, 91302	No. Not a Brick and Mortar Retail Store.	$0
80	Calabasas Dining Group LLC (Rosti Resturant)	23663 Calabasas Rd, Calabasas California 91302	Yes	$10,000
71	Calabasas Liquor Market	5657 Las Virgenes RoadCalabasas, CA 91302	No. Essential Business.	$0
73	Calabasas Med Spa, PC	23659 Calabasas Road, Calabasas, CA 91302	Yes	$8,250
69	Calabasas Orthodontics - Stuart J. Hoffman, D.M.D., M.S.	4764 Park Granada, Suite 104Calabasas, CA 91302	No. Essential Business.	$0
53	Calakids	23675 Calabasas Rd. Calabasas, CA 91302	Yes	$10,000
56	Chow House LP	23536 Calabasas Road, Calabasas, CA 91302	Yes	$10,000
64	CQ Nails INC.	26500 Agoura Rd. STE 107 Calabasas, CA 91302	Yes	$10,000
68	Davidson Law Group, ALC	5400 Park Granada Blvd, Suite 202	No. Not a Brick and Mortar Retail Store.	$0
51	Davis Research LLC	23801 Calabasas Road #1036, Calabasas, CA 91302	No. Not a Brick and Mortar Retail Store.	$0
63	Doby Foods, Inc. DBA TIFA Chocolate & Gelato	23655 Calabasas RoadCalabasas, CA 91302	No. Not Open for One Year.	$0
98	Elegant Look, Inc.	4937 Las Virgenes Road #100 A, Calabasas California 91302	Yes	$6,460
78	Escentials	26527 Agoura Rd , suite 106Calabasas, CA 91302	Yes	$4,975
88	Fig and Sprig	4774 park Granada Calabasas 91302	Yes	$8,950
61	First Artists Management, Inc.	4764 Park Granada, Suite 110, Calabasas CA 91302	No. Not a Brick and Mortar Retail Store.	$0
93	Florentyna's A Fine Flower Company	4774 Park Granada Blvd. S#1	Yes	$6,900
86	Focus & Testing, Inc.	5016 Parkway Calabasas, Suite 101 Calabasas, CA 91302	No. Outside City Limits.	$0
46	French.us	23528 Calabasas RoadCalabasas CA 91302	Yes	$10,000
58	Fuhtrakoon Corp	3912 LOST SPRINGS DR, AGOURA HILLS, CA 91301	No. Outside City Limits.	$0
87	Hair By Kristie Nicole	23361 Mulholland Dr. Calabasas, Ca 91302	No. Outside City Limits.	$0
55	Hear Clear Hearing Aids, Inc.	4764 Park Granada suite 109Calabasas, Ca., 91302	Yes	$9,500
92	HIIT FIT 5 LLC / F45 TRAINING CALABASAS	23693 CALABASAS RD. STE ACALABASAS, CA 91302	No. Not Open for One Year.	$0
77	Hilton Garden Inn - Calabasas	24150 Park SorrentoCalabasas, CA 91302	Yes	$10,000
91	Illuminate Educational Therapy	4768 Park Granada Suite 106Calabasas, CA 91302	Yes	$10,000
109	Integration Studios Inc (dba: Pilates Body Conditioning)	23564 Calabasas Rd. Ste 203, Calabasas, CA 91302	Yes	$9,000
101	JAG Interiors, Inc	23911 Ventura Blvd5000	No. Outside City Limits.	$0
112	Julia Wong Designs, Inc	4349 Park Vicente, Calabasas, CA 91302	No. Not a Brick and Mortar Retail Store.	$0
106	K-T Nails	22251 Mulholland Hwy	Yes	$5,160
84	Kumon Center of Calabasas-West	4774 Park Granada Suite 9 Calabasas, CA 91302	Yes	$5,029
110	La Paz Mexican Restaurant	4505 Las Virgenes Rd. suite 101 Calabasas CA 91302	Yes	$10,000
104	Little Blue Boutique	4774 Park Granada #7	Yes	$8,400
105	Little Learners LLC	3655 Old Topanga Rd. Calabasas Ca 90290	Yes	$10,000
66	Lovi's Delicatessen	24005 Calabasas RoadCalabasas, CA 91302	Yes	$10,000
94	Luna Optometry	22247 Mulholland HighwayCalabasas, CA 91302	No. Essential Business.	$0
95	Marmalade Cafe	4783 Commons Way Suite ECalabasas Ca 91302	Yes	$10,000
72	Mediterranean Pita Grill	26527 Agoura Rd. #120Calabasas, CA 91302	Yes	$6,000
102	MICHAEL'S PIZZA	5669 LAS VIRGENES RD., CALABASAS, CA 91302	Yes	$10,000
52	Mrs Cleaners	3840 Old Topanga Canyon Road Suite D Calabasas CA 91302	No. Essential Business.	$0
85	NAIL'D INC.	3840 Old Topanga Canyon Rd.Suite ECalabasas, CA 91302	Yes	$10,000

Calabasas Open Small Business Grant Program - Approved & Rejected Businesses

Updated 08/04/2020

ID	Business Name	Business Address	Eligible	Approved Grant Award
111	Nehoray & Drake, LLP	24007 Ventura Blvd Suite 110Calabasas, CA 91302	No. Outside City Limits.	$0
49	Net Results Tennis LLC	23564 Calabasas Rd # 103 - 104, Calabasas, CA 91302	Yes	$8,550
60	Old Town Hair Company	23548 Calabasas Rd #104Calabasas, CA 91302	Yes	$10,000
103	OPTX By Wayne Fletcher	23673 Calabasas Rd	Yes	$3,600
76	Payam Khalepari A professional Dental corp DBA Calabasas Smiles	26787 Agoura Rd E-5Calabasas CA 91302	No. Essential Business.	$0
57	Pedalers Fork	23504 Calabasas RD. Calabasas, CA, 91302	Yes	$10,000
81	Pilates Fitess inc	22315 Mulholland HighwayCalabasas, Ca 91302	Yes	$10,000
47	Rezaie Corp (Courtyard Salon)	23645 Calabasas RoadCalabasas CA 91302	Yes	$10,000
107	Robert Bovshow A Professional Corporation	15643 Sherman Way #240Van Nuys, CA 91406	No. Outside City Limits.	$0
59	Salon Nuuvo	26777 Agoura Rd B3, Calabasas CA91302	Yes	$10,000
62	Santa Fe Cafe	5679 Las Virgenes Rd., Calabasas, CA 91302	Yes	$10,000
100	Sepidan Co (Parkway Kebab and Grill)	5659 Las Virgenes Rd	Yes	$10,000
90	SHARKY'S WOODFIRED MEXICAN GRILL/TMH Management Group, In	26527 Agoura Rd #124Calabasas, CA 91302	Yes	$10,000
82	Silver & Gold Spoon (Green Basil Restaurant)	5665 Las virgenes rd, Calabasas , Ca 91302	Yes	$9,220
74	Stanton R. Bernstein	22816 Sparrow Dell DriveCalabasas, CA 91302	No. Outside City Limits.	$0
96	The Nail Spa	5749 Las Virgines Rd., Ste. ACalabasas, CA 91302	Yes	$10,000
108	TK Nails INC.	26527 Agoura Rd #108Calabasas, CA 91302	Yes	$10,000
70	toscanova resturant	4799 Commons Way a, Calabasas, CA 91302	Yes	$7,550
65	VIKTOR BENES BAKERY	22277 MULHOLLAND HWY CALABASA CALIFORNIA 91302	No. Essential Business.	$0

Rejections:	**20**	
Approvals:	**45**	**$398,519**

OFFICE OF THE SHERIFF

COUNTY OF LOS ANGELES

HALL OF JUSTICE

ALEX VILLANUEVA, SHERIFF
(818) 878-1808

July 9, 2020

Raymond Taylor, City Manager
City of Calabasas
100 Civic Center Way
Calabasas, CA 91302

Dear Mr. Taylor:

Listed below are the year-to-date crime statistic comparisons for the City of Calabasas for the month of June 2020.

I. CRIME STATISTICS

CRIME	CURRENT MTH	YTD 2020	YTD 2019	CHANGE
Homicide	0	0	0	0
Rape	1	6	0	6
Robbery				
Armed	0	2	3	-1
Strong-Arm	0	5	2	3
Assault	0	6	1	5
Burglary				
Residential	2	12	24	-12
Business	0	4	10	-6
Garage/Out-Building	1	5	7	-2
Vehicle (locked)	5	25	31	-6
Theft				
Grand ($950 +)	2	10	25	-15
Petty	4	23	40	-17
Vehicle (unlocked)	6	27	10	17
Grand Theft Vehicle	2	18	9	9
Arson	0	1	1	0
Domestic Violence Felony	0	4	2	2
Total Part I Crimes	**23**	**148**	**165**	**-17**
Percent Change				**-10.3%**
Domestic Violence Misdemeanor	1	20	19	1
Swatting	0	3	1	2

II. NOTEWORTHY INCIDENTS

Three residents of Mission Hills and Pacoima were arrested for possession of a stolen bicycle and burglary tools in the 4800 block of Las Virgenes Road. The subjects were contacted by deputies for a traffic violation. Two of the subjects were on probation and one had an arrest warrant. During the investigation, a bicycle was found in the suspect vehicle (black 2003 Honda Accord) and was determined to have been stolen from the jurisdiction of the Los Angeles Police Department's Topanga Division. Numerous burglary tools were also found inside the vehicle. (20-03422)

A Northridge resident was arrested for possession of a stolen vehicle, narcotics and drug paraphernalia in the 4700 block of Park Granada. During the search of the vehicle which was stolen from the jurisdiction of the Los Angeles Police Department's Foothill Division, stolen property taken from a theft from an unlocked vehicle in the 4700 block of Park Granada was found. The stolen property was returned to the victim. (20-03354, 03356, 03357)

A resident of Los Angeles was arrested for possession of a stolen vehicle and narcotics in the 4900 block of Las Virgenes Road. The stolen vehicle was stolen from the jurisdiction of the Los Angeles Police Department's West Los Angeles Division. (20-03461)

III. TRAFFIC

See attached.

IV. AGENDIZED CAR

See attached

V. CRIME PREVENTION

See attached

VI. JUVENILE INTERVENTION TEAM

See attached.

VII. ARREST STATISTICS

The numbers of arrests listed below are the most current available.

	YEAR TO DATE 2020		CURRENT MONTH JUNE	
	ADULT	JUVENILE	ADULT	JUVENILE
Criminal Homicide	0	0	0	0
Forcible Rape	1	0	1	0
Robbery	3	0	0	0
Aggravated Assault	6	0	0	0
Burglary	2	0	0	0
Larceny Theft	9	0	0	0
Grand Theft Auto	5	0	2	0
Arson	0	0	0	0
Forgery	1	0	0	0
Fraud and NSF checks	3	0	0	0
Sex Offenses, Felonies	0	0	0	0
Sex Offenses, Misdemeanors	1	0	0	0
Non-Aggravated Assaults	7	0	1	0
Domestic Violence, Felony	0	0	0	0
Domestic Violence, Misd.	13	0	1	0
Weapon Laws	8	0	1	0
Offenses Against Family	0	0	0	0
Narcotics	40	0	11	0
Liquor Laws	0	0	0	0
Drunk/Alcohol/Drugs	12	0	3	0
Disorderly Conduct	0	0	0	0
Vagrancy	0	0	0	0
Gambling	0	0	0	0
Drunk Driving Vehicle/Boat	38	0	6	0
Vehicle/Boating Laws	78	2	13	1
Vandalism	1	0	0	0
Warrants	71	0	13	0
Receiving Stolen Property	1	0	1	0
Federal Offenses W/O Money	0	0	0	0
Federal Offenses With Money	0	0	0	0
Felonies, Miscellaneous	4	0	3	0
Misdemeanors, Miscellaneous	24	0	11	0
ARREST TOTALS	**328**	**2**	**67**	**1**

Sincerely,

ALEX VILLANUEVA, SHERIFF

Salvador Becerra, Captain
Malibu/Lost Hills Station

Los Angeles County
Sheriff's Department

Malibu / Lost Hills Station

City of Calabasas
Consolidated Contract City Monthly Traffic Report
June 2020

COLLISION SUMMARY*	This Month	Month Year Prior	Total YTD	Total Prior YTD	Change + / -
Total Collisions - Excluding Private Property	10	13	69	84	-15
Fatal Collisions	0	0	0	0	0
Injury Collisions	2	6	14	24	-10
Property Collisions	8	7	55	60	-5
Private Property Collisions	2	1	18	19	-1
DUI Collisions with Injuries	1	1	2	1	+1
DUI Collisions with Property Damage	0	0	5	0	+5
Total Pedestrian Collisions	0	0	1	1	0
Pedestrians Killed	0	0	0	0	0
Pedestrians Injured	0	0	1	1	0
Total Hit & Run Collisions	1	2	13	15	-2
Hit & Run Fatalities	0	0	0	0	0
Hit & Run Injuries	0	1	1	4	-3
Hit & Run Property Only	1	1	12	11	+1
CITATION SUMMARY*	**This Month**	**Month Year Prior**	**Total YTD**	**Total Prior YTD**	**Change + / -**
Traffic Total	285	296	1342	1425	-83
Hazardous Violations	131	121	693	628	+65
Non-Hazardous Violations	50	47	309	242	+67
Parking Violations	98	124	404	545	-141
DUI Arrests	6	4	40	10	+30

*Collision Summary and Citation Summary does not reflect all collisions and citations which were not entered into the database.

L.A. County Sheriff's Department
Lost Hills & Malibu Station
Monthly Traffic Safety Management Report

City of CALABASAS

Date Range Reported: 6/1/2020 to 6/30/2020

Total No. of Collisions: 10 Injury: 2 Non-Injury: 8 Fatal: 0 Private Property: 2

Total No. of Citations: 181 Hazardous Cites: 131 Non-Hazardous Cites: 50

Collisions by Reporting Districts

Reporting District	No.	Location
2241		
	1	at Las Virgenes Rd and Rt 101 Nboff/R
2242		
	2	at Separate Locations
2243		
	1	at 5657 Las Virgenes Rd and Private Property
2244		
	2	at Separate Locations
2245		
	1	at Calabasas Rd and Parkway Calabasas
2247		
	1	at 24410 Mulholland Hwy and Private Property
2248		
	2	at Separate Locations

Collision Occurred Most Frequently On:

Street Name				Number of Collisions
Las Virgenes Rd				**2**
	2	at	at Separate Locations	
Lost Springs Dr				**1**
	1	at	Cold Springs St	
Oak Glen St				**1**
	1	at	Las Virgenes Rd	
Old Topanga Canyon Rd				**1**
	1	at	Wren Crest Dr	
Park Sorrento				**1**
	1	at	Park Mirasol	
Parkway Calabasas				**1**
	1	at	Calabasas Rd	

Primary Collision Factors:

Violations	Description	Number of Collisions
		3
22107	Unsafe Turning Movement	**2**
23152(a)	Dui; Alcohol	**1**
22350	Unsafe Speed	**1**
22103	Violation U-Turn; Residence District	**1**
21658(a)	Lane Straddling; Unsafe Lane Change	**1**
		0

Violations Most Frequently Cited:

Violations	Description	Number of Citations
38300	Off-Highway Vehicle, Disobey Signs	37
22350	Unsafe Speed	31
4000(a)(1)	Vehicle Registration Required	20
12500(a)	Unlicensed Driver	16
22450(a)	Failure To Stop For Posted Stop Sign	15
14601.1(a)	Driving With Suspended License	13
16028(a)	Proof Of Financial Liability-Traffic Accident	13
5200(a)	License Plates, Two On A Vehicle Front/Rear	10
23123(a)	Using Wireless Hand Held Phone While Driving	9
23123.5(a)	Texting While Driving	6
23152(a)	Dui; Alcohol	6
22348(b)	Speeding; Excess Of 100 Mph	5
21453(a)	Red Signal; Failure To Stop	3
24252(a)	Maintain Required Lighting	3
26708(a)(		3
12951(a)	Drivers License, Not In Possession	2
14601.2(a)	Driving With Suspended License, Dui	2
22349(a)	Speeding, Excess Of 65 Mph	2
23103(a)	Reckless Driving	2
23152(b)	Dui, .08 Bac Or Greater	2
27151(a)	Exhaust System Modified	2
11364(a)	Unlawful To Poss Drug Paraphernalia	1
12505(c)	Must Obtain California License	1
14601(a)	Driving With Suspended License, Negligent Operato	1
21453(c)	Red Arrow; Failure To Obey	1
21456(b)	Wait Or Don't Walk Signal	1
21651(a)(		1
21658(a)	Lane Straddling; Unsafe Lane Change	1
22107	Unsafe Turning Movement	1
23152(g)	Dui-Combined Alcohol And Drugs	1
23223(B)	Passenger In Poss Of Alcoholic Beverage On The H	1

23247(b)	Ignition Interlock Device, Solicit Other Person	1
23247(e)	Ignition Interlock Device Required To Oper. Veh.	1
24601	License Plate Lamp White Only, Vis 50'	1
26101(b)	Modified Devices- Shall Not Drive Upon Hwy With	1
27154	Exhaust System, Maintain In Good Condition	1
27315(d)(		1
4454(a)	Registration Card Kept With Vehicle	1
4462(b)	Evidence Of Registration, Wrong Vehicle	1
5201.1(c)	Altering License Plate To Avoid Detection	1

Collisions Involving Pedestrians: 0

Most Frequent Violations

Collisions Involving Bicyclists: 0

Most Frequent Violations

L.A. County Sheriff's Department
Lost Hills & Malibu Station

Monthly Traffic Collision Report

7/20/2020 *City of CALABASAS*

Date Range Reported: 6/1/2020 to 6/30/2020

Collisions

Total Non-Injury Collisions	8
Total Injury and Fatal Collisions	2
Total Collisions (Injury + Non-Injury)	10

DUI Collisions

Number of DUI Collisions with Fatalities	0
Number of DUI Collisions with Injuries	1
Number of DUI Collisions Involving Property Damage	0
Total Number of DUI Collision Deaths	0
Total Number of DUI Collision injuries	1
Total Number of DUI Collisions	1
Total Actual Number of DUI Arrests	6

Non-DUI Collisions

Number of Non-DUI Collisions with Fatalities	0
Number of Non-DUI Collisions with Injuries	1
Number of Non-DUI Collisions Involving Property Damage	8
Total Number of Non-DUI Collision Deaths	0
Total Number of Non-DUI Collision injuries	1

Vehicle/Pedestrian Collisions

Number of Vehicle/Pedestrian Collisions with Fatalities	0
Number of Vehicle/Pedestrian Collisions with Injuries	0
Total Number of Pedestrian Fatalities	0
Total Number of Pedestrian Injuries	0

Vehicle/Bicycle Collisions

Number of Vehicle/Bicycle Collisions with Fatalities	0
Number of Vehicle/Bicycle Collisions with Injuries	0
Total Number of Vehicle/Bicycle Collision Fatalities	0
Total Number of Vehicle/Bicycle Collision Injuries	0

Hit & Run Collisions

Total Number of Hit & Run Fatalities	0
Total Number of Hit & Run Injuries	0
Total Number of PDO Hit & Run Collisions	1

Traffic Citations

Total Number of Radar Citations Issued	2
Total Number of Bicycle Citations Issued	0
Total Number of Pedestrian Citations Issued	1
Total Number of Safety Belt Citations Issued	1
Total Number of Child Restraint Citations Issued	0
Total Number of Financial Responsibility Citations Issued	13
Total Number of Hazardous Citations Issued	131
Total Number of Non-Hazardous Citations Issued	50
Total Number of Citations Issued	181

Parking Citations

Total Number of Parking Citations Issued	0

Miscellaneous

Child in Passenger Seat or Belts, Number of Fatalities	
Child in Passenger Seat or Belts, Number of Injuries	
Child Not in Passenger Seat or Belts, Number of Fatalities	
Child Not in Passenger Seat or Belts, Number of Injuries	
Number of Code 3 or Pursuit Collision Fatalities	
Number of Code 3 or Pursuit Collision Injuries	
Number of Patrol Vehicle Rear-End Collisions with Amber On	

Enforcement Index

Enforcement Index	65.5

LOST HILLS JUVENILE INTERVENTION UNIT
ACTIVITY REPORT FOR JUNE 2020
CALABASAS

A. SCHOOL ISSUES

SCHOOL CLOSED RE COVID-19. CLASSES HELD ONLINE.

Assisted LVUSD re: possible active shooter drill
Assisted Dean at Calabasas re: incident.

B. INTERVENTIONS

Assisted Calabasas parent re: juvie info.

C. COMMUNITY / CRIMINAL ISSUES

~~1. We conducted a monthly parental resource class at Lost Hills Sheriff's Station. This program was developed by our unit and is designed to educate parents about: 1) The current trends in juvenile behavior and delinquency, 2) Alcohol/narcotic awareness and recognition, 3) School policy and campus issues, 4) Gang awareness and negative peer relations, 5) Parental rights and responsibilities and, 6) Parental responses to incorrigible and/or delinquent behavior. We also address the specific concerns relating to the minor's behavior. We educate the minor and their parents of possible criminal behavior and the legal consequences. We offer suggestions and make recommendations to improve the minor's quality of life.~~

2. Spoke with numerous citizens and parents who called to question various juvenile concerns and issues in the community. We also provide the parents with various juvenile resource programs within our community.

3. We met with the Sylmar Juvenile Court District Attorney regarding the investigation and filing of criminal charges against juvenile offenders.

4. Met with Captain Salvador Becerra throughout the month in order to keep him up to date regarding our unit's investigations and current juvenile issues within our city.

5. Entered juveniles into the Juvenile Automated Index system for various violations.

6. ~~Made court appearances to testify as witnesses on the part of the People of the State of California and attended court proceedings in cases generated from the City of Calabasas.~~ We also investigated, prepared, and filed cases with the District Attorney's office. We additionally assisted other investigators in the preparation of cases for court.

7. Met with station narcotic detectives on a regular basis to exchange information regarding juvenile and drug related issues. We have worked with the narcotic detectives on several narcotic cases directly and indirectly involving juveniles.

8. Handled the processing and follow-up of various juvenile referrals brought to the attention of this unit (i.e., Juvenile Information Forms, Field Interview Cards, Juvenile Automated Index, and citations for

various juvenile contacts with uniform personnel).

9. Conducted our normal checks of juvenile problem areas in the city during weekend evenings and responded to juvenile related calls for service.

10. Updated the Gang Book and briefed the captain on criminal activity trends.

11. Registered 3 sexual predators and updated information in database.

12. eSCARS system updated.

13. Month End Reports completed.

14. Assisted Records Sealing Unit with several cases.

15. Uniform store re: station needs.

16. Wayside re: training.

17. Patrol Checks of schools.

18. Assisted Patrol re: Safe Canyons

19. Online training re: CIJIS, CLETS, PIT

20. Assisted Patrol/Field units with supplemental patrol re: COVID-19.

21. Assisted Station re: ordinance issues

22. Mobile Field response Team to West Hollywood re: protests/riots.

23. Assisted patrol re: Riots/Protests.

24. Assisted station re: Safe and Ordinance for security.

25. Walkthrough for active shooter training.

26. Assisted LVUSD with graduation re: Diploma hand out drive through at Calabasas H.S.

27. Assisted Calabasas re: protest at city hall

Approved by City Manager:

CITY of CALABASAS

CITY COUNCIL AGENDA REPORT

DATE: **AUGUST 5, 2020**

TO: **HONORABLE MAYOR AND COUNCILMEMBERS**

FROM: **MICHAEL RUSSO, COMMUNICATIONS DIRECTOR**
MICHAEL KLEIN, SENIOR PLANNER, AICP
MATT SUMMERS, ASSISTANT CITY ATTORNEY

SUBJECT: **DISCUSSION OF OPTIONS TO AMEND SECTION 17.12.050 (ANTENNAS / WIRELESS COMMUNICATION FACILITIES) OF THE CALABASAS MUNICIPAL CODE.**

MEETING DATE: **AUGUST 12, 2020**

SUMMARY RECOMMENDATION:

That the City Council review recommendations from the Communications and Technology Commission (CTC) to amend the wireless ordinance (Attachment A) and provide direction to staff.

BACKGROUND:

At the direction of the City Council, staff has worked with the CTC on a comprehensive review of the City's wireless ordinance. The purpose of the review is to address concerns raised from a survey conducted in 2019, in which approximately 1,000 respondents expressed dissatisfaction with the quality of wireless services and reliability within the City. On April 21, 2020, the CTC reviewed the results of the survey and directed the wireless subcommittee to meet with staff, the City Attorney and Jonathan Kramer, to review the wireless ordinance and develop recommendations to amend the ordinance with the goal of improving wireless service within the City. On July 21, 2020, the CTC discussed

options developed by the subcommittee and voted unanimously to approve a memo (Attachment A) with specific recommendations for the City Council to consider in order to update the wireless ordinance.

DISCUSSION/ANALYSIS:

A. A detailed discussion is provided in the July 21, 2020, CTC staff report, which is provided as Attachment B to this report. In summary, both staff and the CTC have concluded that the lack of reliable wireless service in the City is the result of a restrictive ordinance that discourages deployment of new wireless facilities. After a thorough review of the current wireless ordinance, it was determined that the best approach is to modify rather than revise the entire ordinance. As a result, the following is a summary of recommendations made by the CTC:

1) Develop a two-tier permit process for the construction of new wireless facilities. A Tier 1 permit would allow for the construction of new stealth facilities, located in areas predetermined by the City to be appropriate. A Tier 1 permit would require an administrative review and would eliminate the need for a public hearing for new facilities that meet these requirements. A Tier 2 permit would be required for any new facility that does not meet these specific requirements, and the process would remain the same as the City's current Wireless Telecommunication Facilities Permit.
2) Allow for stealth facilities in Residential Zoning Districts and Open Space Zoning Districts, specifically on properties that are developed and under HOA ownership. Property owner consent would still be required.
3) Allow Tier 1 eligible facilities to be constructed within 1,000 feet from residential zones, schools and parks. The 1,000-foot setback would remain applicable to Tier 2 facilities.
4) Reorganize the existing wireless ordinance into its own Chapter in the Municipal Code.
5) Develop design and stealth guidelines for Tier 1 Facilities. The design guidelines would be a supplementary document, meant to act as a visual aid that complements the standards set forth in the ordinance.
6) Implement a time limit for the updates to the ordinance. The ordinance's amendments creating the Tier 1 permit process would initially remain in effect for only 12-18 months after being adopted, for the purpose of encouraging earlier deployment of new facilities to more swiftly address the issues described in this memorandum. Provisions could be added that would allow the ordinance to be reevaluated at a later date, and extended for an additional period of time if necessary and as determined by the Council. The reorganization element would remain in effect.

FISCAL IMPACT/SOURCE OF FUNDING:

The effort to update the wireless ordinance will require staff time to develop the provisions and design guidelines through community outreach and industry outreach efforts. The process will involve coordination with the City Attorney and Kramer Firm, which the City has existing contracts and will incur costs at an hourly rate. Furthermore, any significant update to the wireless ordinance is subject to CEQA. The average cost to prepare an initial study and corresponding negative declaration, or mitigated negative declaration, is approximately $30,000.

REQUESTED ACTION:

That the City Council review the recommendations from the CTC to amend the wireless ordinance (Attachment A) and provide direction to staff.

ATTACHMENTS:

Attachment A: CTC Memo
Attachment B: CTC Staff Report, July 21, 2020
Attachment C: Current Wireless Ordinance

MEMORANDUM

To: Mayor Weintraub & City Council Members
From: CTC Commissioners
Date: July 21, 2020
Re: Wireless Telecommunication Facilities Ordinance

Honorable Mayor & Members of the City Council,

A citywide survey that took place from June 28th, 2019—December 15th, 2019 assessed community opinions on the nature and quality of wireless service in Calabasas. With almost 1,000 responses, the survey results have demonstrated the fact that many Calabasas residents are dissatisfied with wireless service in the City with respect to both coverage and reliability, and were especially dissatisfied with wireless service during the Woolsey Fire in November of 2018. Additionally, the survey results showed that the majority of respondents would be accepting of new wireless facilities in their neighborhood in order to facilitate better wireless service. Wireless networks are a critical safety issue that provides access to reliable communication, especially in the event of an emergency such as the Woolsey Fire. Overall, the survey results demonstrated that the City's existing wireless infrastructure is not sufficient to support a satisfactory level of wireless service, which also creates a public safety issue in the event of an emergency where wireless communication is most critical.

The City Council discussed the survey results at a regular meeting on March 11, 2020, and directed staff and the City Attorney to review the survey results with the Communications and Technology Commission (CTC) to analyze the City's existing wireless ordinance and provide feedback to the council regarding how to increase wireless service coverage and reliability in Calabasas. On April 21, 2020, the CTC discussed the survey results, and directed the CTC Wireless Subcommittee to work with Staff, the City Attorney, and Kramer Firm to analyze the current wireless ordinance in order to; a) identify the cause of poor wireless service within the City, and b) create recommendations to amend the wireless ordinance to improve wireless service within the City.

The current Wireless Telecommunication Facilities ordinance was last comprehensively updated in 2012, and has since been modified as required by changes in federal law and FCC Regulations. The intent of the ordinance that was adopted in 2012 was to exert maximum control over the installation of new wireless facilities, as well as over any modifications to existing wireless facilities in the City. Since the adoption of the current ordinance in 2012, only one new wireless facility has been constructed in Calabasas.

ISSUES:

The current Wireless Telecommunication Facilities ordinance expressly prohibits the construction of new wireless facilities in any Residential Zoning District, at parks, and at schools, subject to rarely applicable exceptions required by federal law. This prohibition includes streets within gated neighborhoods, as these areas are privately owned properties located within residential zoning districts. The current ordinance also requires a 1,000 foot setback from residential zones, which effectively excludes most of Calabasas from the construction of new facilities. Additionally, the current ordinance requires all new facilities (except Small Wireless Facilities, per FCC regulations) to undergo a discretionary review process, which adds significant time, cost, and uncertainty on the carrier's end. For these reasons, many carriers have chosen not to expend the resources to deploy new facilities in Calabasas, which has contributed to dissatisfactory wireless service in many areas of the City, as illustrated by the survey results.

RECOMMENDATIONS:

In order to remedy the issues described above, the CTC has developed a list of recommended updates to the existing ordinance for City Council to consider. These recommendations are as follows:

1. Develop a two-tier permit process for the construction of new wireless facilities. A Tier 1 permit would allow for the construction of new stealth facilities, located in areas predetermined by the City to be appropriate. A Tier 1 permit would require an administrative review and would eliminate the need for a public hearing for new facilities that meet these requirements. A Tier 2 permit would be required for any new facility that does not meet these specific requirements, and the process would remain the same as the City's current Wireless Telecommunication Facilities Permit.
2. Allow for stealth facilities in Residential Zoning Districts and Open Space Zoning Districts, specifically on properties that are developed and under HOA ownership. At present, wireless facilities are permitted within public right-of-ways, but HOA-owned streets are private property and thus part of the underlying zoning district. Allowing for stealth facilities in residential zones would allow HOAs the ability to choose whether or not they wish to implement new wireless facilities on HOA-owned parcels in residential zoning districts, such as on HOA owned streets or parks. Property owner consent would still be required.
3. Allow Tier 1 eligible facilities to be constructed within 1,000 feet from residential zones, schools and parks. The 1,000-foot setback would remain applicable to Tier 2 facilities.
4. Reorganize the existing wireless ordinance into its own Chapter in the Municipal Code. This would make the current ordinance more user-friendly, and would allow for easier navigation within the ordinance by dividing the chapter into sections and subsections.

5. Develop design and stealth guidelines for Tier 1 Facilities. The design guidelines would be a supplementary document, meant to act as a visual aid that complements the standards set forth in the ordinance, and would help to clarify any confusion as to what the City is looking for in a stealth facility by providing example photos and additional information.
6. Implement a time limit for the updates to the ordinance. The ordinance's amendments creating the Tier 1 process would initially remain in effect for only 12-18 months after being adopted, for the purpose of encouraging sooner deployment of new facilities to more swiftly address the issues described in this memorandum. Provisions could be added that would allow the ordinance to be reevaluated at a later date, and extended for an additional period of time if necessary and as determined by Council. The reorganization element would remain in effect.

We look forward to discussing these matters in greater detail with City Council members. Should you have any further questions and or need any additional information, do not hesitate to contact us.

Best Regards,
CTC Commissioners

CITY of CALABASAS

COMMUNICATIONS AND TECHNOLOGY COMMISSION AGENDA REPORT

DATE: JULY 14, 2020

TO: CTC COMMISSIONERS

FROM: MICHAEL RUSSO, COMMUNICATIONS DIRECTOR
MICHAEL KLEIN, SENIOR PLANNER, AICP
JACLYN RACKERBY, ASSISTANT PLANNER

SUBJECT: COMMUNICATIONS AND TECHNOLOGY COMMISSION DISCUSSION OF OPTIONS TO AMEND SECTION 17.12.050 (ANTENNAS / WIRELESS COMMUNICATION FACILITIES) OF THE CALABASAS MUNICIPAL CODE.

MEETING DATE: JULY 21, 2020

STAFF RECOMMENDATION:

That the Communications and Technology Commission (CTC) provide direction to the City Council for revisions to the current wireless telecommunication facility ordinance. Staff recommends that the Commission approve Exhibit A, a draft Memo from the CTC to the City Council with recommendations to update the ordinance.

REVIEW AUTHORITY:

Pursuant to Chapter 17.76 and Section 17.12.050(I) of the Calabasas Land Use and Development Code, the Communications and Technology Commission acts as a Planning Commission and is the reviewing body for considerations of amendments to Section 17.12.050 of the City of Calabasas Land Use and Development Code. The Communications and Technology Commission makes a recommendation to the City Council, which is the final approval body.

BACKGROUND:

At the direction of the City Manager, the Communications Department conducted a citywide survey to assess community opinions on the nature and quality of wireless services provided in Calabasas. The survey initially ran during the period of June 28, 2019 through August 8, 2019. The City received a total of 835 responses during the initial survey period. Due to the fact that the initial survey omitted residents in the 91301 and 90290 zip codes, the survey was re-opened and post cards were sent to City residents within these two zip codes to ensure that residents who may have inadvertently been omitted from the initial outreach were afforded additional time to respond. As a result, the survey was extended to December 15, 2019.

The total number of survey responses received during that period was 1,058. Of the 1,058 surveys received during both periods, 68 survey responses were from persons who identified themselves as not living in Calabasas, or did not disclose their locations, or indicated that they lived in Calabasas but indicated that their home was in a community other than Calabasas (most commonly Hidden Hills, Agoura, and Los Angeles County). As during the original analysis, out-of-City responses were excluded from this updated analysis.

The results of the survey demonstrate that the majority of respondents are dissatisfied with the quality of wireless service throughout the City, and very dissatisfied with the reliability of wireless service during the Woolsey Fire. Additionally, there is also willingness to accept new cell sites throughout the City, including in neighborhoods, to improve wireless service to Calabasas residents.

On March 11, 2020, the survey results were discussed by the City Council at a regular meeting. The City Council directed staff and the City Attorney to review the survey results with the Communications and Technology Commission in order to analyze the City's wireless ordinance and provide the Council with feedback on how to increase wireless service coverage and reliability within the City.

At the direction of the City Council, on April 21, 2020, the Communications and Technology Commission discussed the survey results. At the conclusion of the discussion, the Communications and Technology Commission directed the wireless subcommittee to work with staff, the City Attorney and Kramer Firm to analyze the current wireless ordinance to determine 1) the cause of poor wireless service within the City and 2) recommendations to amend the wireless ordinance in order to improve wireless service within the City.

The remainder of this report is intended to provide the Commission with an analysis of the existing wireless ordinance, and recommendations to address the hurdles for

deployment of a reliable wireless infrastructure within the City. The purpose of this report is for the Communications and Technology Commission to develop recommendations to update the ordinance. These recommendations would then be forward to the City Council for feedback and formal direction to staff to prepare an amendment to the City's wireless ordinance for consideration by the Commission and Council in noticed public hearings. These are "high level" recommendations, and not specific amendments to the ordinance. If so directed by City Council, staff will work with the subcommittee to develop and bring back an amended ordinance for the Commission's review. Public and industry outreach will also be included in the development of a new or amended ordinance.

DISCUSSION:

A. Current Wireless Ordinance: The City regulates installation, operation, and maintenance of personal wireless telecommunications facilities in the City under the provisions of the Wireless Facility Ordinance, Section 17.12.050 of the Calabasas Municipal Code. The ordinance was last comprehensively updated in 2012, and has since been modified as required by new federal law and FCC regulations. As stated in Section 17.12.050(A), the ordinance is intended to protect the health and safety of residents and business, protect the benefits provided to residents and business by wireless telecommunications facilities, balance these goals by permitting the installation and operation of personal wireless telecommunication facilities where needed, while reducing adverse economic, safety and/or aesthetic impacts. The ordinance is intended to accomplish these goals while also complying with all applicable federal and state laws, including the federal 1996 Telecommunications Act. However, as was the desire in 2012, the ordinance also states that Section 17.12.050 is intended to regulate personal wireless telecommunications facilities to the limit of, but not beyond, the City's power. In other words, it was the desire of the City Council to adopt an ordinance that prioritized maximum control over the installation of wireless facilities, rather than a balanced approach to encourage desired facilities and discourage undesirable facilities.

The current wireless ordinance is made up of three main components: 1) general requirements/standards and requirements for the issuance of a Wireless Telecommunication Facility Permit, 2) requirements for the issuance of a Minor Modification Permit, and 3) requirements for the issuance of a Small Wireless Facility Permit. The following is a brief overview of each section:

1) General requirements and standards: This section establishes that all wireless facilities located on private/public property and in the public right-of-way are subject to the provisions of Section 17.12.050 of the CMC. This section

includes submittal requirements for a Wireless Telecommunication Facility Permit, such as documentation that a proposed facility is the least intrusive means to close a significant gap in the carrier's service coverage, affirmation that a proposed facility meets all FCC standards, a masterplan of all existing and proposed facilities in the carrier's network and a siting analysis. Additionally, this section establishes preferred zones for the installation of new wireless facilities, and a minimum setback of 1,000 for new facilities (not including Small Wireless Facilities) from residential zones, schools or parks. Furthermore, the public hearing is required to be noticed to all property owners within a 1,500 –foot radius of the site, which in some cases has resulted in mailed notices to more than 2,000 property owners. As a result, the Wireless Telecommunication Facility Permit is a discretionary permit subject to review and approval by the CTC or the City Council.

2) Minor Modification Permit: This section was added after adoption of the ordinance in 2012. As required by Section 6409(a) of the 2012 Tax Reform Act, the City must approve and shall not deny a request to modify an existing wireless telecommunication facility such that the modification does not substantially alter the existing facility or defeat the concealment methods approved by the jurisdiction. Subsequent to the passage of this regulation, the FCC adopted rules to implement the federal statute. The CMC was updated accordingly. Although the Minor Modification Permit requires a public hearing with the Community Development Director, it is not discretionary and is subject to objective standards related to size, height and aesthetics. This is the most common permit pursued by carriers to date.

3) Small Wireless Facility Permit: In 2018, the FCC issued a new rulemaking intended to speed up the deployment of 5G technology, by requiring cities to administratively review applications for new "small cell sites". As a result, the City updated the wireless ordinance to add a new permit process for new facilities that meet the FCC's definition of a small cell site. This update did not change existing regulations or standards, it simply created an administrative process with no public hearing or need to demonstrate that the facility is the least intrusive means to close a significant gap in the carrier's coverage. No new facility has been submitted to the City under this permit, in part we expect because the above mentioned zoning restrictions remain in effect.

B. Issues with Current Ordinance: As discussed above, it was the intent of the City Council in 2012 to adopt a wireless ordinance that exerted the City's maximum control under state and federal law. The current wireless ordinance is designed to be restrictive in both its regulations (i.e. allowed locations, setbacks, height limit etc.) and its process (i.e. requiring a discretionary review for all new

facilities), within the bounds set by applicable law. The above mentioned regulations may have been a deterrent for the deployment of new wireless facilities, with no option to encourage new stealth wireless facilities in areas where the City deems acceptable. As a result, only one new wireless facility has been constructed in the City since the current ordinance was adopted in 2012. In contrast, more than 30 new wireless facilities were approved and built in the ten years prior.

Based on the results of a citywide survey, which was presented to the CTC in April 2020, the lack of construction of new wireless facilities, and related cell service complaints and reliability levels, has resulted in a notable level of dissatisfaction with wireless service in the City of Calabasas. It is also worth noting that while the national trend is to eliminate traditional telephone landlines in favor of wireless devices, 65% of the respondents stated that they still have a telephone landline, likely due to the lack of reliable wireless service in residential areas of Calabasas. Furthermore, safety is a critical issue in the deployment of a reliable wireless infrastructure. Not only does a robust wireless infrastructure provide access to E911 services for daily emergency situations, but could also provide (if built properly) reliable communications during a state of emergency when residents may no longer have access to telephone landlines or internet-based VOIP phone lines. As a result, the majority of respondents indicated that they would be willing to have additional wireless facilities in their neighborhood in order to receive better wireless coverage and more reliable service.

The CTC's wireless subcommittee met with staff, the City Attorney and Jonathan Kramer in order to discuss issues with the current wireless ordinance that have resulted in the lack of deployment of new wireless facilities. As a result of these meetings, the following elements of the ordinance were identified as among the primary causes for the lack of construction of new wireless facilities:

1) The Wireless Telecommunication Facility Permit process is too prohibitive. With the exception of the Small Wireless Facility Permit, which is mandated by the FCC, a Wireless Telecommunication Facility Permit is required to construct a new wireless facility, regardless of where it is located or how it is designed. This is a one size fits all discretionary permit process that requires carriers to demonstrate that the new facility is necessary to close a significant gap in their network and that the proposed facility location and design is the least intrusive means to close the purported gap. The Wireless Telecommunication Facility Permit requires the CTC to make such findings at a public hearing, noticed to all property owners within 1,500 feet of the subject site. This is a lengthy public hearing process that has no certainty for project approval, which is a

deterrent for a carrier to decide to pursue a project and commit funds to acquire site access, design/engineer a facility and pursue entitlements. Furthermore, there are no other options in the CMC, other than the Small Wireless Facility Permit, that provide a less restrictive process for desirable types of new wireless facilities, such as a full stealth facility in a commercial or public facility zone.

The recommended solution to this issue is to develop a two tier permit process. Tier 1 permits would be an administrative permit that does not require a public hearing, and would allow stealth facilities in specific areas (i.e. on arterial roads and collector streets) and specific zones (i.e. commercial zones, public facility zones and residential zones under HOA ownership [e.g. HOA-owned common areas and private streets, but only with HOA consent]). Staff suggests development of Design Guidelines that would identify a closed list of specific stealth designs that would be allowed for Tier 1 permits. Any deviation from the approved set of stealth designs would require a full wireless facility permit, termed a Tier 2 permit. A Tier 2 Permit would remain the same as the current Wireless Facility Permit, with the same documentation and comprehensive public hearing process. The intent of providing a two tier permit process, is to encourage deployment of full stealth facilities in preferred areas by allowing a streamlined permit process, and to discourage designs that are not acceptable in undesirable areas by requiring the more restrictive process currently in place.

2) All residential zones and open space zones are prohibited. The current wireless ordinance prohibits the installation of wireless facilities in all residential zones, including streets and developed common areas within gated HOAs. Due to the City's challenging topography and large residential neighborhoods, providing wireless coverage in residential communities is difficult without access to those areas. Because the CA Public Utility Code grants telephone providers access to the public right-of-way, subject to reasonable regulations by the City, a carrier may propose to install a micro facility in the public right-of-way (i.e. on a utility pole or light standard) in order to provide wireless coverage in areas that prohibit wireless facilities in surrounding zones. However, the streets in gated HOAs are not a public right-of-way, and are therefore not available for the installation of new facilities under the current ordinance, even if an HOA wanted to provide such access. Similarly, HOA owned parks and clubhouses are typically zoned either residential or open space. Even though these may be ideal locations to install a stealth facility (at the desire of the HOA), these zones are currently prohibited.

   The recommended solution to this issue is to allow stealth facilities in residential and open space zones, but only if located on property that is already

developed and owned by an HOA. This approach would open up privately owned streets in gated communities and developed areas like HOA owned parks, while continuing to preserve undeveloped open space. This change would give HOAs the ability to decide whether or not they want to allow wireless facilities in their neighborhood. Any installation on HOA owned land, including common areas and private streets, would still require HOA approval.

3) With the exception of Small Wireless Facilities, the current ordinance requires all new wireless facilities to be located at least 1,000 feet from residential zones, schools and parks. Nearly the entire city is located within 1,000 feet of a residential zone, school or park, making this setback difficult to comply with, absent applicable of narrow exceptions possible under federal law.

   The recommended solution is to not require a 1,000-foot setback for Tier 1 facilities, and maintain the 1,000-foot setback for Tier 2 facilities. This would encourage deployment of Tier 1 facilities, and discourage Tier 2 facilities subject to a stricter standard.

4) The current wireless ordinance is a subsection of 17.12 of the CMC. The purpose of Section 17.12 of the CMC is to provide development standards for specific land uses, such as residential accessory structures, alcohol sales, recycling facilities and antennas and wireless facilities. Although most subsections within 17.12 are between several sentences and a few pages, the wireless ordinance is 26 pages long. As a result, the section is difficult to navigate in the web based CMC. Satellites and amateur radio antennas are also embedded in the same subsection, which have their own set of constraints from federal regulations.

   The recommended solution is to reorganize the wireless ordinance and make it a new chapter in Title 17 of the CMC. This will make the document more user friendly for staff and the public to read and navigate in the web based CMC. Its is also recommended to keep the satellites and amateur radio antennas in section 17.12.050 in order to provide proper separation between two different land uses.

C. Summary of Recommendations: After a thorough review of the current wireless ordinance, it was determined that the best approach is to modify rather than revise the entire ordinance. As a result, the following is a summary of the above recommendations:

1) Develop a two-tier permit process for the construction of new wireless facilities. A Tier 1 permit would allow for the construction of new stealth

facilities, located in areas predetermined by the City to be appropriate. A Tier 1 permit would require an administrative review and would eliminate the need for a public hearing for new facilities that meet these requirements. A Tier 2 permit would be required for any new facility that does not meet these specific requirements, and the process would remain the same as the City's current Wireless Telecommunication Facilities Permit.

2) Allow for stealth facilities in Residential Zoning Districts and Open Space Zoning Districts, specifically on properties that are developed and under HOA ownership. Property owner consent would still be required.
3) Allow Tier 1 eligible facilities to be constructed within 1,000 feet from residential zones, schools and parks. The 1,000-foot setback would remain applicable to Tier 2 facilities.
4) Reorganize the existing wireless ordinance into its own Chapter in the Municipal Code.
5) Develop design and stealth guidelines for Tier 1 Facilities. The design guidelines would be a supplementary document, meant to act as a visual aid that complements the standards set forth in the ordinance.
6) Implement a time limit for the updates to the ordinance. The ordinance's amendments creating the Tier 1 permit process would initially remain in effect for only 12-18 months after being adopted, for the purpose of encouraging sooner deployment of new facilities to more swiftly address the issues described in this memorandum. Provisions could be added that would allow the ordinance to be reevaluated at a later date, and extended for an additional period of time if necessary and as determined by the Council The reorganization element would remain in effect.

REQUESTED ACTION:

Staff recommends that the CTC approve the Draft Memo from the CTC to the City Council (Exhibit A), which includes recommendations to update the current wireless ordinance.

ATTACHMENTS:

Exhibit A: Draft CTC Memo to City Council
Exhibit B: Current Wireless Ordinance

17.12.050 - Antennas/personal wireless telecommunication facilities.

A. Purpose and Intent. The purpose of this section is to regulate the installation, operation and maintenance of personal wireless telecommunication facilities in the city. The city recognizes that the unrestricted installation of redundant personal wireless telecommunication facilities is contrary to the city's efforts to stabilize economic and social aspects of neighborhood environments, and to promote safety and aesthetic considerations, family environments and a basic residential character within the city.

In enacting this section, the city intends to:

1. Promote and protect the health, safety, comfort, convenience and general welfare of residents and business in accord with Section 17.01.020 of this title;

2. Protect the benefits derived by the city, its residents and the general public from access to personal wireless services while minimizing, to the greatest extent feasible, the redundancy of personal wireless telecommunication facilities in the city;

3. Balance these goals, by permitting the installation and operation of personal wireless telecommunication facilities where they are needed, while reducing, to the greatest extent feasible, adverse economic, safety and/or aesthetic impacts on nearby properties and the community as a whole; and

4. Comply with applicable law, including the 1996 Telecommunications Act.

5. In enacting this section, it is the intent of the city council that no additional rights or entitlements be conferred to construct or maintain personal wireless telecommunication facilities, other than those rights or entitlements existing under applicable state or federal law.

6. This section is intended to regulate all uses of wireless communications in the city, including uses by public utilities, to the extent of the city's power to regulate the use of land under federal and state law, but not to exceed the scope of the city's authority.

B. Applicability. This section applies to all proposed antennas and modifications and related personal wireless telecommunication facilities, as follows:

1. All applications for approval of the installation of new personal wireless telecommunication facilities in the city.

2. All facilities for which applications were received by the department but not approved prior to the effective date of the ordinance codifying this section, shall comply with the regulations and guidelines of this section.

3. All facilities for which applications were approved by the city on or prior to the effective date of the ordinance codifying this section shall be exempt from this section, except for the requirements of subsection (C)(6)(c).

4. All facilities for which applications have been previously approved, but are now or hereafter modified.

C. Standards For All Personal Wireless Telecommunication Facilities. All personal wireless telecommunication facilities, including a small wireless facility, shall comply with the following requirements:

1. Permit Requirements. No new personal wireless telecommunication facility shall be installed until the applicant or operator has obtained: (i) a wireless facility permit or small wireless facility permit (as specified in Section 17.12.050(G)), (ii) an encroachment permit from the public works department (if applicable), and (iii) any other permit required by applicable provisions of this Code including a building permit, an electrical permit, or an oak tree permit. All modifications to an existing personal wireless telecommunications facility that do not meet the findings of approval required for a wireless facility minor modification permit as specified in Section 17.12.050(F) or a small wireless facility permit as specified in Section 17.12.050(G), shall be

subject to the approval of (i) a wireless facility permit, in addition to (ii) an encroachment permit from the public works department (if applicable), and (iii) any other permit required by applicable provisions of this Code including a building permit, an electrical permit, or an oak tree permit. Applications for wireless facility permits shall be first reviewed by the development review committee. All applications for wireless facility permits will be scheduled for a public hearing before the commission in accordance with Section 17.12.050(L) and Chapter 17.78 of this Code. The commission shall determine if a proposed project for which a wireless facility permit is required is the least intrusive means to close a significant gap in the applicant's service coverage. All modifications to an existing personal wireless facility that meet the conditions of approval required for a wireless facility minor modification permit as specified in Section 17.12.050(F) shall be subject to the approval of (i) a wireless facility minor modification permit, in addition to (ii) an encroachment permit from the public works department (if applicable), and (iii) any other permit required by applicable provisions of this Code including a building permit, an electrical permit, or an oak tree permit.

2. Wireless Facility Permit Application Content. Applications for the approval of wireless facility permits for personal wireless telecommunication facilities shall include, but are not necessarily limited to, an application fee and the following information, in addition to all other information required by the city for a wireless facility permit application pursuant to Chapter 17.60 of this title:

   a. Written documentation demonstrating a good faith effort to locate the proposed facility in the least intrusive location in accordance with the location requirements of Section 17.12.050(C)(3);

   b. Scaled visual simulations showing the proposed facility superimposed on photographs of the site and surroundings, to assist the commission in assessing the visual impacts of the proposed facility and its compliance with the provisions of this section;

   c. For new facilities, the plans shall include (in plan view and elevations) a scaled depiction of the maximum permitted increase as authorized by Section 6409(a) of the 2012 Middle Class Tax Relief Act, using the proposed project as a baseline;

   d. A master plan which identifies the location of the proposed facility in relation to all existing and potential facilities maintained by the operator intended to serve the city. The master plan shall reflect all potential locations that are reasonably anticipated for construction within two (2) years of submittal of the application. Applicants may not file, and the city shall not accept, applications that are not consistent with the master plan for a period of two (2) years from approval of a wireless facility permit unless: (i) the applicant demonstrates materially changed conditions which could not have been reasonably anticipated to justify the need for a personal wireless telecommunication facility site not shown on a master plan submitted to the city within the prior two (2) years or (ii) the applicant establishes before the commission that a new personal wireless telecommunication facility is necessary to close a significant gap in the applicant's personal communication service, and the proposed new installation is the least intrusive means to do so;

   e. A siting analysis which identifies a minimum of five (5) other feasible locations within or without the city which could serve the area intended to be served by the facility, unless the applicant provides compelling technical reasons for providing fewer than the minimum. The alternative site analysis shall include at least one (1) collocation site;

   f. An affirmation, under penalty of perjury, that the proposed installation will be FCC compliant, in that it will not cause members of the general public to be exposed to RF levels that exceed the MPE levels deemed safe by the FCC. A copy of the fully completed FCC form "A Local Government Official's Guide to Transmitting Antenna RF Emission Safety: Rules, Procedures, and Practical Guidance: Appendix A" titled "Optional Checklist for Determination Of Whether a Facility is Categorically Excluded" for each frequency band of RF emissions to be transmitted from the proposed facility upon the approval of the

application. All planned radio frequency emissions on all frequency bands must be shown on the Appendix A form(s) attached to the application. All planned radio frequency emissions are to be entered on each Appendix A form only in wattage units of "effective radiated power";

g. A statement signed by a person with legal authority to bind the applicant attesting under penalty of perjury to the accuracy of the information provided in the application;

h. A noise study, prepared by a qualified engineer, for the proposed personal wireless telecommunication facility including, but not limited to, equipment, such as air conditioning units and back-up generators;

i. A written statement of the applicant's willingness to allow other carriers to collocate on the proposed personal wireless telecommunication facility wherever technically and economically feasible and aesthetically desirable; and

j. Such other information as the director shall establish from time to time pursuant to the Permit Streamlining Act, Government Code Section 65940, or to respond to changes in law or technology.

k. An application for a personal wireless telecommunication facility in a public right-of-way for which the applicant claims entitlement under California Public Utilities Code Section 7901 shall be accompanied by evidence satisfactory to the director that the applicant is a telephone corporation or has written authorization to act as an agent for a telephone corporation.

3. New Wireless Facility Preferred Zones and Locations. When doing so would not conflict with one (1) of the standards set forth in this subsection (C) or with federal law, personal wireless telecommunication facilities subject to the approval of a wireless facility permit or small wireless facility permit shall be located in the most appropriate location as described in this subsection (3), which range from the most appropriate to the least appropriate. Nothing in this section shall detract from the requirements of Section 17.12.050(C)(4)(a) below.

i. Collocation on an existing facility in a commercial zone;

ii. Collocation on an existing structure or utility pole in a commercial zone;

iii. Location on a new structure in a commercial zone;

iv. Collocation on an existing facility in a public facility or recreation zone;

v. Location on an existing structure or utility pole in a public facility or recreation zone;

vi. Location on a new structure in a public facility or recreation zone.

No new facility may be placed in a less appropriate area unless the applicant demonstrates to the satisfaction of the commission or director that no more appropriate location can feasibly serve the area the facility is intended to serve provided, however, that the commission or director may authorize a facility to be established in a less appropriate location if doing so is necessary to prevent substantial aesthetic impacts.

4. Design and Development Standards. Personal wireless telecommunication facilities, including small wireless facilities, shall be designed and maintained as follows:

a. All new personal wireless telecommunication facilities that do not meet the findings of approval for a small wireless facility permit as specified in Section 17.12.050(G), shall be set back at least one thousand (1,000) feet from schools, dwelling units and parks, as measured from the closest point of the personal wireless telecommunication facility (including accessory equipment) to the applicable property line, unless an applicant establishes that a lesser setback is necessary to close a significant gap in the applicant's personal communication service, and the proposed personal wireless telecommunication facility is the least intrusive means to do so. An applicant who seeks to increase the height of an existing personal wireless telecommunication facility, or of its antennas, located less

than one thousand (1,000) feet from a school, dwelling unit or park and who is subject to the approval of a wireless facility permit for the proposed height increase must establish that such increase is necessary to close a significant gap in the applicant's personal communication service, and the proposed increase is the least intrusive means to do so.

b. Facilities shall have subdued colors and non-reflective materials which blend with the materials and colors of the surrounding area and structures.

c. Unless otherwise prohibited by state or federal law, all equipment not located on a roof shall be underground; any equipment that is not undergrounded shall be screened from adjacent uses to the maximum extent feasible.

d. The facilities shall not bear any signs or advertising devices other than certification, warning or other signage required by law or expressly permitted by the city.

e. At no time shall equipment noise (including air conditioning units) from any facility exceed the applicable noise limit established in Section 17.20.160 of this title at the facility's property line; provided, however, that for any such facility located within five hundred (500) feet of any property zoned open space or residential, or improved with a residential use, such equipment noise shall at no time be audible at the property line of any open space or residentially zoned, or residentially improved property.

f. If the majority of radio frequency coverage from the proposed facility is outside the city limits, the applicant must, in addition to the other requirements of this section, prove that the applicant is unable to locate the proposed new facility within the locale or locales that will receive the majority of the coverage from the proposed personal wireless telecommunications facility, and that no other feasible location for the facility exists outside of the city limits. That an applicant for a wireless facility permit in the city has been denied a wireless facility, antenna, or wireless coverage in another jurisdiction shall not be considered evidence or proof that the applicant is unable to locate in another jurisdiction.

5. Independent Expert Review. The city shall retain one (1) or more independent, qualified consultants to review any application for a wireless facility permit for a personal wireless telecommunication facility, for a wireless facility minor modification permit, or for a small wireless facility permit. The review is intended to be a review of technical aspects of the proposed wireless telecommunication facility or modification of an existing wireless telecommunication facility and shall address any or all of the following, as applicable:

a. For wireless facility permits, whether the proposed wireless telecommunication facility is necessary to close a significant gap in coverage and is the least intrusive means of doing so;

b. The accuracy and completeness of submissions;

c. For wireless facility permits, technical demonstration of the unavailability of alternative sites or configurations and/or coverage analysis;

d. The applicability of analysis techniques and methodologies;

e. For wireless facility permits, the viability of alternative sites and alternative designs; and

f. For wireless facility permits, an analysis of the potential expansion that would be considered an eligible facility request under Section 6409 of the Middle Class Tax Relief and Job Creation Act of 2012; and

g. Any other specific technical issues designated by the city.

The cost of the review shall be paid by the applicant through a deposit estimated to cover the cost of the independent review, as established by the director or city council.

6. Conditions of Approval. All facilities subject to a wireless facility permit approved under this section shall be subject to the following conditions, as applicable:

a. Facilities shall not bear any signs or advertising devices other than legally required certification, warning, or other required seals or signage, or as expressly authorized by the city.

b. Abandonment:

1) Personal wireless telecommunication facilities that are no longer operating shall be removed at the expense of the applicant, operator, or owner no later than ninety (90) days after the discontinuation of use. Disuse for ninety (90) days or more shall also constitute a voluntary termination by the applicant of any land use entitlement under this Code or any predecessor to this Code.

2) The director shall send a written notice of the determination of non-operation to the owner and operator of the personal wireless telecommunication facility, who shall be entitled to a hearing on that determination before the city manager or a hearing officer appointed by the city manager, provided that written request for such a hearing is received by the city clerk within ten (10) days of the date of the notice. Any such hearing shall be conducted pursuant to Chapter 17.74 of this title, although no further appeal from the decision of the city manager may be had other than pursuant to Code of Civil Procedure Section 1094.5. Upon a final decision of the city manager or the running of the time for a request for a hearing without such a request, the operator shall have ninety (90) days to remove the facility.

3) The operator of a facility shall notify the city in writing of its intent to abandon a permitted site. Removal shall comply with applicable health and safety regulations. Upon completion of abandonment, the site shall be restored to its original condition at the expense of the applicant, operator, or owner.

4) All facilities not removed within the required ninety-day period shall be in violation of this Code. In the event the city removes a disused facility upon the failure of the applicant, operator, or owner to timely do so, the applicant, operator, and owner shall be jointly and severally liable for the payment of all costs and expenses the city incurs for the removal of the facilities, including legal fees and costs.

c. The applicant, operator of a facility and property owner (when applicable) shall defend, indemnify and hold the city and its elective and appointed boards, commissions, officers, agents, consultants and employees harmless from and against all demands, liabilities, costs (including attorneys' fees), or damages arising from the city's review and/or approval of the design, construction, operation, location, inspection or maintenance of the facility.

d. Removal of Unsafe Facilities. If, at any time after ten (10) years of the issuance of a building permit or encroachment permit, or any shorter period permitted by Government Code Section 65964(b), any personal wireless telecommunication facility becomes incompatible with public health, safety or welfare, the applicant or operator of the facility shall, upon notice from the city and at the applicant's or operator's own expense, remove that facility. Written notice of a determination pursuant to this paragraph shall be sent to the owner and operator of the personal wireless telecommunication facility, who shall be entitled to a hearing on that determination before the city manager or a hearing officer appointed by the city manager, provided that written request for such a hearing is received by the city clerk within ten (10) days of the date of the notice. Any such hearing shall be conducted pursuant to Chapter 17.74 of this title, although no further appeal from the decision of the city manager may be had other than pursuant to Code of Civil Procedure Section 1094.5. Upon a final decision of the city manager or the running of the time for a request for a hearing without such a request, the operator shall have ninety (90) days to remove the facility.

e. The owner or operator of any personal wireless telecommunication facility approved by a wireless facility permit under this subsection (C) of this Section 17.12.050 shall cooperate with the director to: (1) verify that the facility design conforms with relevant building and

safety requirements; and (2) verify that the facility complies with the requirements of Section 17.12.050 of the Calabasas Municipal Code.

f. Prior to the issuance of a building permit or encroachment permit, the applicant or owner/operator of the facility shall pay for and provide a performance bond, which shall be in effect until all facilities are fully and completely removed and the site reasonably returned to its original condition. The purpose of this bond is to cover the applicant's or owner/operator of the facility's obligation under the conditions of approval and the City of Calabasas Municipal Code. The bond coverage shall include, but not be limited to, removal of the facility, maintenance obligations and landscaping obligations. (The amount of the performance bond shall be set by the director on a case-specific basis and in an amount reasonably related to the obligations required under this Code and all conditions of approval, and shall be specified in the conditions of approval.)

g. An applicant shall not transfer a permit to any person or entity prior to completion of construction of a personal wireless telecommunication facility.

h. The applicant shall submit as-built photographs of the facility within ninety (90) days of installation of the facility, detailing the installed equipment.

i. A personal wireless telecommunication facility approved by a wireless facility permit may operate only until the tenth anniversary of the date it is first placed into service, unless that sunset date is extended by additional term(s) not to exceed ten (10) years pursuant to a wireless facility permit issued under this Section 17.12.050. There is no limit to the number of times the sunset date for a facility may be extended.

7. Wireless Facility Permit Findings. In addition to the findings required in Section 17.62.060 of this Code, no wireless facility permit for a proposed personal wireless telecommunication facility may be approved unless the commission or council finds as follows:

a. The applicant has demonstrated by clear and convincing evidence that the facility is necessary to close a significant gap in the operator's service coverage. Such evidence shall include in-kind call testing of existing facilities within the area the applicant contends is a significant gap in coverage to be served by the facility.

b. The applicant has demonstrated by clear and convincing evidence that no feasible alternate site exists that would close a significant gap in the operator's service coverage which alternative site is a more appropriate location for the facility under the standards of Section 17.12.050 of the Calabasas Municipal Code.

c. The facility satisfies the location requirements of Section 17.12.050(C)(3) of the Calabasas Municipal Code.

8. Violations. The city may revoke a wireless facility permit for any personal wireless telecommunication facility in violation of this section in accordance with Section 17.80.070 of this Code. The remedies specified in this section shall be cumulative and the city may resort to any other remedy available at law or in equity and resort to any one (1) remedy shall not cause an election precluding the use of any other remedy with respect to a violation.

D. Standards for Personal Wireless Telecommunication Facilities Not Located Within a Public Right-of-Way. In addition to the requirements in section (C) above, all personal wireless telecommunication facilities subject to the approval of a wireless facility permit or small wireless facility permit, and not located within a public right-of-way, shall comply with the following requirements:

1. Location Requirements. To minimize aesthetic and visual impacts on the community, personal wireless telecommunication facilities shall be located according to the following standards:

a. General Requirements.

i. A freestanding telecommunications tower or monopole shall be set back a distance of at least one hundred fifty (150) percent of the height of the tower from the nearest property line of any residentially zoned or occupied lot.

b. Restricted Locations. Personal wireless telecommunication facilities located in any of the following locations must be designed as a stealth facility:

i. Within any nonresidential zone on a site that contains a legally established residential use;

ii. Within the Old Town overlay zone;

iii. On any property that is designated historic by the city council;

iv. Within the area subject to the Calabasas Park Centre Master Plan;

v. Within a scenic corridor designated by the city; and

vi. Within a historic district designated by the city.

c. Prohibited Locations. No personal wireless telecommunication facility shall be established on any ridgeline or within any residential or open space zoning district described in subparagraphs (i), (ii) and (iii) herein.

i. Ridgelines. No personal wireless telecommunication facility shall be placed on or near a ridgeline.

ii. Residential Zones. No facility shall be located within a residential zone, including areas set aside for open space, parks or playgrounds.

iii. Open Space. No facility shall be located within an open space zone or park.

Any wireless telecommunication facility proposed for a site within any open space zone shall not be deemed a "public utility" as that term is otherwise defined and understood in the Calabasas Municipal Code regarding development in such open space zones.

d. Guidelines for Placement on Structures. Antennas shall be mounted on structures utilizing the methods described below. If an antenna cannot be mounted as set forth in subsection (i), it may be mounted in accordance with subsection (ii). If an antenna cannot be mounted as set forth in either subsection (i) or (ii), it may be mounted in accordance with subsection (iii):

i. A stealth facility mounted on an existing structure or collocated on an existing tower;

ii. A stealth facility mounted on an existing steel or concrete pole, including a light standard; or

iii. A stealth facility mounted on a new steel, wood or concrete pole.

2. Design and Development Standards. Personal wireless telecommunication facilities shall be designed and maintained as follows:

a. Building-mounted facilities shall be designed and constructed to be fully screened in a manner that is compatible in color, texture and type of material with the architecture of the building on which the facility is mounted.

b. All accessory equipment associated with the operation of a personal wireless telecommunication facility shall be located within a building enclosure or underground vault that complies with the development standards of the zoning district in which the accessory equipment is located.

3. City Council Approval Required. Notwithstanding Section 17.12.050(D)(1)(c), personal wireless telecommunication facilities subject to the approval of a wireless facility permit may be permitted in a prohibited location only if the applicant obtains a wireless facility permit from the city council following a public hearing and recommendation from the communication and technology commission, and provides technically sufficient and conclusive proof that the proposed location is necessary for provision of wireless services to substantial areas of the city, that it is necessary to close a significant gap in the operator's coverage and that there are no less intrusive alternative means to close that significant gap.

E. Standards for Personal Wireless Telecommunication Facilities Located Within Public Rights-of-Way. In addition to the requirements in section (C) above, all personal wireless telecommunication facilities subject to the approval of a wireless facility permit or small wireless facility permit, and located within public rights-of-way, shall comply with the following requirements to the fullest extent permitted by state and federal law:

1. Construction. These standards are intended to exert the maximum authority available to the city in the regulation of personal wireless telecommunication facilities under applicable state and federal law but not to exceed that authority. Accordingly, this section shall be construed and applied in light of any such limits on the city's authority. The purpose of this subsection (E) is to regulate personal wireless telecommunications facilities proposed for sites within public rights-of-way consistently with the rights conferred on telephone corporations by Public Utilities Code §§ 7901 and 7901.1 and to address the aesthetic and safety concerns unique to such proposals due to their highly visible location in rights-of-way that must be safely shared with pedestrians, motorists and other utility infrastructure.

2. Application Content. Applications for the approval of personal wireless telecommunication facilities within the public right-of-way shall include the following information, in addition to all other information required by subsection (C)(2) above:

   a. The applicant shall provide certification that the facility is for the use of a telephone corporation or state the basis for its claimed right to enter the right-of-way. If the applicant has a certificate of public convenience and necessity (CPCN) issued by the California Public Utilities Commission, it shall provide a copy of its CPCN.

3. Guidelines. All personal wireless telecommunication facilities, including small wireless facilities as specified in Section 17.12.050(G), located within a public right-of-way shall be designed as follows:

   a. Ground-mounted equipment shall be screened, to the fullest extent possible, through the use of landscaping, walls, or other decorative feature, as approved by the commission.

   b. Facilities located within a designated scenic corridor or historic districts shall be stealth facilities, with all equipment, excluding required electrical meter cabinets, located underground or pole-mounted. Required electrical meter cabinets shall be screened as approved by the commission.

   c. Personal wireless telecommunication facilities not located within a scenic corridor or historic district designated by the city shall be designed to place all equipment underground, excluding required electrical meters. However, if such facilities cannot be placed underground, ground-mounted equipment may be installed up to a height of five (5) feet and to a footprint of fifteen (15) square feet.

   d. Pole-mounted equipment shall not exceed six (6) cubic feet.

   e. Pole-mounted antennas shall adhere to the following guidelines:

      i. If an antenna cannot be mounted as set forth in subsection (a), it may be mounted in accordance with subsection (b). If an antenna cannot be mounted as set forth in either subsection (a) or (b), it may be mounted in accordance with subsection (c):

         (a) A stealth facility mounted on an existing, collocated monopole or tower;

         (b) A stealth facility mounted on an existing steel or concrete pole, including a light standard; or

         (c) A stealth facility mounted on a new steel, wood or concrete pole but only if an operator shows that it cannot otherwise close a significant gap in its service coverage, and that the proposal is the least intrusive means of doing so.

      ii. All installations shall be engineered to withstand high wind loads. An evaluation of high wind load capacity shall include the impact of an additional antenna installation on a pole with existing antennae.

iii. The maximum height of any antenna shall not exceed twenty-four (24) inches above the height of a pole or tower other than a streetlight pole, nor six (6) feet above the height of a streetlight pole, nor shall any portion of the antenna or equipment mounted on a pole be less than sixteen (16) feet above any drivable road surface. All installations on utility poles shall fully comply with California Public Utilities Commission General Order 95 as it now exists or may hereafter be amended.

iv. A freestanding telecommunications tower or monopole shall be set back a distance of at least one hundred fifty (150) percent of the height of the tower to the nearest structure designed for occupancy.

v. No antenna associated with a small wireless facility as specified in Section 17.12.050(G) shall exceed three (3) cubic feet in volume including all physically-integrated mounting apparatus attached thereto, including without limitation connectors, mounting brackets, antenna element aiming equipment, and other antenna equipment.

f. Equipment shall be located so as not to cause: (i) any physical or visual obstruction to pedestrian or vehicular traffic, (ii) inconvenience to the public's use of a public right-of-way, or (iii) safety hazards to pedestrians and motorists. In no case shall ground-mounted equipment, walls, or landscaping be less than eighteen (18) inches from the front of the curb.

g. Facilities shall not be located within five hundred (500) feet of another wireless facility on the same side of a street.

h. No facility shall be built so as to cause the right-of-way in which the facility is located to fail to comply with the Americans with Disabilities Act.

4. Findings. In addition to the findings required in subsection (C)(7) above, no proposed personal wireless telecommunication facility subject to the approval of a wireless facility permit or small wireless facility permit within a public right-of-way may be approved unless the following findings are made:

a. The proposed facility has been designed to blend with the surrounding environment, with minimal visual impact on the public right-of-way.

b. The proposed facility will not have an adverse impact on the use of the public right-of-way, including but not limited to, the safe movement and visibility of vehicles and pedestrians.

5. Conditions of Approval. In addition to compliance with the guidelines outlined in paragraph (3) of this subsection and the conditions of approval listed in subsection (C)(6) above, all facilities approved under this subsection (E) shall be subject to the following conditions:

a. Any approved wireless communication facility within a public right-of-way shall be subject to such conditions, changes or limitations as are from time to time deemed necessary by the public works director to: (i) protect the public health, safety, and welfare; (ii) prevent interference with pedestrian and vehicular traffic; or (iii) prevent damage to a public right-of-way or any property adjacent to it. Before the director of public works imposes conditions, changes, or limitations pursuant to this paragraph, he or she shall notify the applicant or operator, in writing, by mail to the address set forth in the application or such other address as may be on file with the city. Such change, new limitation or condition shall be effective twenty-four (24) hours after deposit of the notice in the United States mail.

b. The applicant or operator of the personal wireless telecommunication facility shall not move, alter, temporarily relocate, change, or interfere with any existing public facility, structure or improvement without the prior written consent of the city, and the owner in the circumstance where the owner is not the city. No structure, improvement or facility owned by the city shall be moved to accommodate a personal wireless telecommunication facility unless: (i) the city determines, in its sole and absolute discretion, that such movement will not adversely affect the city or surrounding residents or businesses, and (ii) the applicant

or operator pays all costs and expenses related to the relocation of the city's facilities. Every applicant or operator of any personal wireless telecommunication facility shall assume full liability for damage or injury caused to any property or person by his, her, or its facility. Before commencement of any work pursuant to an encroachment permit issued for any personal wireless telecommunication facility within a public right-of-way, an applicant shall provide the city with documentation establishing to the city's satisfaction that the applicant has the legal right to use or interfere with any other facilities within the public right-of-way to be affected by applicant's facilities.

c. Should any utility company offer electrical service to a wireless facility which service does not require the use of a meter cabinet, the applicant or operator of the facility shall at its cost remove the meter cabinet and any foundation thereof and restore the area to its prior condition.

F. Requirements for Personal Wireless Telecommunications Facilities Subject to a Wireless Facility Minor Modification Permit. This subsection governs applications for certain modifications to existing personal wireless telecommunications facilities, as specified.

1. Purpose. Subsection (F) is intended to comply with the city's obligations under federal law, which provides that the city "may not deny, and shall approve any eligible facilities request for a modification of an existing wireless tower or base station that does not substantially change the physical dimensions of such tower or base station." (47 U.S.C. § 1455, subd. (a)(1), adopted as Section 6409 of the Middle Class Tax Relief and Job Creation Act of 2012, Pub.L No. 112-96, 126 Stat. 156.) This subsection creates a process for the city to review an application for a wireless facility minor modification permit submitted by an applicant who asserts that a proposed collocation or modification to an existing personal wireless telecommunications facility is covered by this federal law and to determine whether the city must approve the proposed collocation or modification. The city's review of these applications is structured to comply with the requirements of Title 47, United States Code, section 1455 and the Federal Communications Commission's regulations implementing this federal law, adopted on December 17, 2014 and codified at 47 C.F.R. §§ 1.40001, et seq. Consistent with section 17.12.050(A)(6), this subsection is intended to promote the public's health, safety, and welfare, and shall be interpreted consistent with the federal Telecommunications Act of 1996 (Pub.L. No. 104-104, 110 Stat. 56), Title 47, United States Code, section 1455, and applicable Federal Communications Commission regulations and court decisions considering these laws and regulations.

2. Applicability. An applicant seeking approval of a collocation or modification to an existing personal wireless telecommunication facility which the applicant contends is within the protection of Title 47, United States Code, section 1455 shall apply for the following at the same time: (i) a wireless facility minor modification permit, in addition to (ii) an encroachment permit from the public works department (if the required by applicable provisions of this Code), and (iii) any other permit required by applicable provisions of this Code including a building permit, an electrical permit, or an oak tree permit. No collocation or modification to an existing personal wireless telecommunication facility shall be installed unless the applicant or operator has obtained either a wireless facility minor modification permit or a wireless facility permit.

3. Application Content. All applications for a wireless facility minor modification permit must include the following items.

a. Application Form. The city's standard application form, available on the city's website or from the community development department, as may be amended.

b. Application Fee. An application fee as established by the council by resolution under the authority of Section 17.60.040.

c. Independent Consultant Deposit. An independent consultant fee deposit, if required by the council by resolution under the authority of Section 17.60.040, to reimburse the city for its costs to retain an independent consultant to review the technical aspects of the application.

d. Site and Construction Plans. Complete and accurate plans, drawn to scale, signed, and sealed by a California-licensed engineer, land surveyor, and/or architect, which include the following items.

(1) A site plan and elevation drawings for the facility as existing and as proposed with all height and width measurements explicitly stated.

(2) A depiction, with height and width measurements explicitly stated, of all existing and proposed transmission equipment.

(3) A depiction of all existing and proposed utility runs and points of contact.

(4) A depiction of the leased or licensed area of the site with all rights-of-way and easements for access and utilities labeled in plan view.

(5) For proposed collocations or modifications to wireless towers, the plans must include scaled plan views and all four (4) elevations that depict the physical dimensions of the wireless tower as it existed on February 22, 2012, or as approved if constructed after February 22, 2012. For proposed collocations or modifications to base stations, the plans must include scaled plan views and all four (4) elevations that depict the physical dimensions of the base station as it existed on February 22, 2012, or as approved if constructed after February 22, 2012.

(6) A demolition plan.

e. Visual Simulations. A visual analysis that includes (i) scaled visual simulations that show unobstructed before-and-after construction daytime and clear-weather views from at least four (4) angles, together with a map that shows the location of each view angle; (ii) a color and finished material palate for proposed screening materials; and (iii) a photograph of a completed facility of the same design and in roughly the same setting as the proposed wireless communication facility.

f. Statement Asserting that Section 6409 Applies. A written statement asserting that the proposed collocation or modification is an "eligible facilities request" and does not result in a substantial change in the physical dimensions of the facility's wireless tower or base station, as defined by Section 6409, Title 47, United States Code, section 1455, and justifying that assertion. The written statement shall identify and discuss each required finding for approval of a wireless facility minor modification permit under Section 17.12.050(F)(5) and explain the facts that justify the request for the director to make each finding.

g. Prior Permits. True and correct copies of all previously issued permits, including all required conditions of approval and a certification by the applicant that the proposal will not violate any previous permit or conditions of approval or why any violated permit or conditions does not prevent approval under Title 47, United States Code, section 1455 and the Federal Communications Commission's regulations implementing this federal law.

h. Affirmation of Radio Frequency Standards Compliance. An affirmation, under penalty of perjury, that the proposed installation will be FCC compliant, because it will not cause members of the general public to be exposed to RF levels that exceed the MPE levels deemed safe by the FCC. A copy of the fully completed FCC form "A Local Government Official's Guide to Transmitting Antenna RF Emission Safety: Rules, Procedures, and Practical Guidance: Appendix A" titled "Optional Checklist for Determination Of Whether a Facility is Categorically Excluded" for each frequency band of RF emissions to be transmitted from the proposed facility upon the approval of the application. All planned radio frequency emissions on all frequency bands must be shown on the Appendix A form(s) attached to the application. All planned radio frequency emissions are to be entered on each Appendix A form only in wattage units of "effective radiated power".

i. Structural Analysis. A structural analysis, prepared, signed, and sealed by a California-licensed engineer that assesses whether the proposed wireless telecommunications facility complies with all applicable building codes.

j. Noise Study. A noise study, prepared, signed, and sealed by a California-licensed engineer, for the proposed personal wireless telecommunication facility including, but not limited to, equipment, such as air conditioning units and back-up generators; or a written statement signed and sealed by a California-licensed engineer indicating that the proposed modification(s) will not alter the existing noise levels or operational equipment which creates noise.

k. Other Permits. An application for a wireless facility minor modification permit shall include all permit applications with all required application materials for each and every separate permit required by the city for the proposed collocation or modification to an existing personal wireless telecommunications facility, including a building permit, an encroachment permit (if applicable), and an electrical permit (if applicable).

l. Other Information. Such other information as the city may require, as specified in publically available materials, including information required as stated on the city's website.

4. Application Review, Notice, and Hearing. Each application for a wireless facility minor modification permit shall be reviewed by the director at a public hearing. Notice of the public hearing shall be provided in accord with Chapter 17.78, except that written notice shall be mailed to the record owner of each property within three hundred (300) feet of the site of the proposed modification. Under federal law, the city must approve or deny an application for a wireless facility minor modification permit, together with any other city permits required for a proposed wireless facility modification, within sixty (60) days after the applicant submits the application for a wireless facility minor modification permit, unless tolled due to issuance of any notice of incomplete filing or by mutual agreement between the city and the applicant. Under federal law, failure to act on a wireless facility minor modification permit application within the sixty-day review period, excluding tolling period, will result in the permit being deemed granted by operation of law.

5. Findings Required for Approval by Director at Public Hearing.

a. The director must approve an application for a wireless facility minor modification permit for a collocation or modification to an existing wireless tower on private property only if each of the following findings can be made:

(1) The applicant proposes a collocation or modification to a structure constructed and maintained with all necessary permits in good standing for the sole or primary purpose of supporting any Federal Communications Commission licensed or authorized antennas and their associated facilities;

(2) The proposed collocation or modification does not increase the height of the existing personal wireless telecommunication facility above its lowest height on February 22, 2012, or as approved if constructed after February 22, 2012, by more than ten (10) percent or by the height of one (1) additional antenna array with separation from the nearest existing antenna not to exceed twenty (20) feet, whichever is greater;

(3) The proposed collocation or modification does not increase the width of the facility by more than twenty (20) feet or the width of the tower at the level of the appurtenance, whichever is greater;

(4) The proposed collocation or modification does not involve the installation of more than the standard number of new equipment cabinets for the technology involved, not to exceed four (4);

(5) The proposed collocation or modification does not involve any excavation outside the lease or license area of the facility, including any access or utility easements;

(6) The proposed collocation or modification does not defeat any existing concealment elements of the support structure; and

(7) The proposed collocation or modification does not violate any prior conditions of approval, except as may be preempted by Section 6409, Title 47, United States Code, section 1455, subdivision (a).

b. The director must approve an application for a wireless facility minor modification permit for a collocation or modification to an existing base station on private property only if each of the following findings can be made:

(1) The applicant proposes a collocation or modification to a structure constructed and maintained with all necessary permits in good standing, whether built for the sole or primary purpose of supporting any Federal Communications Commission licensed or authorized antennas and their associated facilities or not, that currently supports existing wireless transmission equipment;

(2) The proposed collocation or modification does not increase the height of the existing personal wireless telecommunication facility above its lowest height on February 22, 2012, or as approved if constructed after February 22, 2012, by more than ten (10) percent or ten (10) feet, whichever is greater;

(3) The proposed collocation or modification does not increase the width of the facility by more than six (6) feet;

(4) The proposed collocation or modification does not involve the installation of more than the standard number of new equipment cabinets for the technology involved, not to exceed four (4);

(5) The proposed collocation or modification does not involve any excavation outside the lease or license area of the facility, including any access and utility easements;

(6) The proposed collocation or modification does not defeat any existing concealment elements of the support structure; and

(7) The proposed collocation or modification does not violate any prior conditions of approval, except as may be preempted by Section 6409, Title 47, United States Code, section 1455, subdivision (a).

c. The director must approve an application for a wireless facility minor modification permit for a collocation or modification to an existing wireless tower or base station in the public right-of-way only if each of the following findings can be made:

(1) The applicant proposes a collocation or modification to either (i) a structure constructed and maintained with all necessary permits in good standing for the sole or primary purpose of supporting any Federal Communications Commission licensed or authorized antennas and their associated facilities or (ii) a structure constructed and maintained with all necessary permits in good standing, whether built for the sole or primary purpose of supporting any Federal Communications Commission licensed or authorized antennas and their associated facilities or not, that currently supports existing wireless transmission equipment;

(2) The proposed collocation or modification does not increase the height of the existing personal wireless telecommunication facility above its lowest height on February 22, 2012, or as approved if constructed after February 22, 2012, by more than ten (10) percent or ten (10) feet, whichever is greater;

(3) The proposed collocation or modification does not increase the width of the facility by more than six (6) feet;

(4) The proposed collocation or modification does not involve the installation of more than the standard number of new equipment cabinets for the technology involved, not to exceed four (4);

(5) The proposed collocation or modification does not involve either (i) the installation of any new equipment cabinets on the ground, if none already exist, or (ii) the installation of ground equipment cabinets that are more than ten (10) percent larger in height or overall volume than any existing ground cabinets;

(6) The proposed collocation or modification does not involve any excavation outside the area in proximity to the existing ground-mounted equipment in the public right-of-way;

(7) The proposed collocation or modification does not defeat any existing concealment elements of the existing structure; and

(8) The proposed collocation or modification does not violate any prior conditions of approval, except as may be preempted by Section 6409, Title 47, United States Code, section 1455, subdivision (a).

6. Conditions of Approval for Wireless Facility Minor Modification Permits. In addition to any other conditions of approval permitted under federal and state law and this Code that the director deems appropriate or required under this Code, all wireless facility minor modification permits under this subsection, whether approved by the director or deemed granted by the operation of law, shall include the following conditions of approval:

a. No Automatic Renewal. The grant or approval of a wireless facility minor modification permit shall not renew or extend the underlying permit term.

b. Compliance with Previous Approvals. The grant or approval of a wireless facility minor modification permit shall be subject to the conditions of approval of the underlying permit, except as may be preempted by Section 6409, subdivision (a).

c. As-Built Plans. The applicant shall submit to the director an as-built set of plans and photographs depicting the entire personal wireless telecommunications facility as modified, including all transmission equipment and all utilities, within ninety (90) days after the completion of construction.

d. Indemnification. To the fullest extent permitted by law, the applicant and any successors and assigns, shall defend, indemnify and hold harmless city, its employees, agents and officials, from and against any liability, claims, suits, actions, arbitration proceedings, regulatory proceedings, losses, expenses or costs of any kind, whether actual, alleged or threatened, including, but not limited to, actual attorney fees, litigation expenses and court costs of any kind without restriction or limitation, incurred in relation to, as a consequence of, arising out of or in any way attributable to, actually, allegedly or impliedly, in whole or in part, related to the wireless facility minor modification permit and the issuance of any permit or entitlement in connection therewith. The applicant shall pay such obligations as they are incurred by city, its employees, agents and officials, and in the event of any claim or lawsuit, shall submit a deposit in such amount as the city reasonably determines necessary to protect the city from exposure to fees, costs or liability with respect to such claim or lawsuit.

e. Compliance with Applicable Laws. The applicant shall comply with all applicable provisions of this Code, any permit issued under this Code, and all other applicable federal, state, and local laws. Any failure by the city to enforce compliance with any applicable laws shall not relieve any applicant of its obligations under this Code, any permit issued under this Code, or all other applicable laws and regulations.

f. Compliance with Approved Plans. The proposed project shall be built in compliance with the approved plans on file with the planning division.

g. Violations. The facility shall be developed, maintained, and operated in full compliance with the conditions of the wireless facility minor modification permit, any other applicable permit, and any law, statute, ordinance or other regulation applicable to any development or activity on the site. Failure of the applicant to cease any development or activity not in full compliance shall be a violation of these conditions. Any violation of this Code, the

conditions of approval for the wireless facility minor modification permit, or any other law, statute, ordinance or other regulation applicable to any development or activity on the site may result in the revocation of this permit. The remedies specified in this section shall be cumulative and the city may resort to any other remedy available at law or in equity and resort to any one (1) remedy shall not cause an election precluding the use of any other remedy with respect to a violation.

h. In the event that a court of competent jurisdiction invalidates or limits, in part or in whole, Title 47, United States Code, section 1455, such that such statute would not mandate approval for the collocation or modification granted or deemed granted under a wireless facility minor modification permit, such permit shall automatically expire twelve (12) months from the date of that opinion.

i. The grant, deemed-grant or acceptance of wireless facility minor modification permit shall not waive and shall not be construed or deemed to waive the city's standing in a court of competent jurisdiction to challenge Title 47, United States Code, section 1455 or any wireless facility minor modification permit issued pursuant to Title 47, United States Code, section 1455 or this Code.

7. Wireless Facility Minor Modification Permit Denial Without Prejudice.

a. Grounds for denial without prejudice. The director may deny without prejudice an application for a wireless facility minor modification permit in any of the following circumstances:

(1) The director cannot make all findings required for approval of a wireless facility minor modification permit;

(2) The proposed collocation or modification would cause the violation of an objective, generally applicable law protecting public health or safety;

(3) The proposed collocation or modification involves the removal and replacement of the facility's entire supporting structure; or

(4) The proposed collocation modification does not qualify for mandatory approval under Title 47, United States Code, section 1455, as may be amended or superseded, and as may be interpreted by any order of the Federal Communications Commission or any court of competent jurisdiction.

b. Procedures For Denial Without Prejudice. All wireless facility minor modification permit application denials shall be in writing and shall include (i) the decision date; (ii) a statement that the city denies the permit without prejudice; (iii) a short and plain statement of the basis for the denial; and (iv) that the applicant may submit the same or substantially the same permit application in the future.

c. Submittal After Denial Without Prejudice. After the director denies a wireless facility minor modification permit application, and subject to the generally applicable permit application submittal provisions in this chapter, an applicant shall be allowed to:

(1) Submit a new wireless facility minor modification permit application for the same or substantially the same proposed collocation or modification;

(2) Submit a new wireless facility permit application for the same or substantially the same proposed collocation or modification; or

(3) Submit an appeal of the director's decision.

d. Costs to Review a Denied Permit. The city shall be entitled to recover the reasonable costs for its review of any wireless facility minor modification permit application. In the event that the director denies a wireless facility minor modification permit application, the city shall return any unused deposit fees within sixty (60) days after a written request from the applicant. An applicant shall not be allowed to submit a wireless facility permit application or submit a wireless facility minor modification permit application for the same or

substantially the same proposed modification unless all costs for the previously denied permit application are paid in full.

G. Requirements for Small Wireless Facility Permits. This subsection governs applications for small wireless facilities permits.

1. Purpose. Subsection (G) is intended to comply with the city's obligations under 47 C.F.R. section 1.6001 et seq., which implements 47 U.S.C. sections 332(c)(7) and 1455. This subsection creates a process for the city to review an application for a small wireless facility permit submitted by an applicant who asserts that a proposed collocation of a small wireless facility using an existing structure or the deployment of a small wireless facility using a new structure, and the modifications of such small wireless facilities, is covered by federal law and to determine whether the city must approve the proposed collocation or deployment.

2. Applicability. An applicant seeking approval of a collocation to an existing structure or a deployment to a new structure which the applicant contends is within the protection of Title 47, United States Code, section 1455 shall apply for the following at the same time: (i) a small wireless facility permit, (ii) an encroachment permit from the public works department (if required by applicable provisions of this Code), and (iii) any other permit required by applicable provisions of this Code including a building permit, an electrical permit, or an oak tree permit.

3. Application Content. All applications for a small wireless facility permit must include the following items:

a. Application Forms. The city's standard application form, available on the city's website or from the community development department, as may be amended by the community development director.

b. Application Fee. An application fee as established by the council by resolution under the authority of Section 17.60.040.

c. Independent Consultant Deposit. An independent consultant fee deposit, if required by the council by resolution under the authority of Section 17.60.040, to reimburse the city for its costs to retain an independent consultant to review the technical aspects of the application.

d. Site and Construction Plans. Complete and accurate plans, drawn to scale, signed, and sealed by a California-licensed engineer, land surveyor, and/or architect, which include the following items.

i. A site plan and elevation drawings for the facility as existing and as proposed with all height, depth, and width measurements explicitly stated.

ii. A depiction, with height, depth, and width measurements explicitly stated, of all existing and proposed transmission equipment.

iii. A depiction of all existing and proposed utility runs and points of contact.

iv. A depiction of the leased or licensed area of the site with all rights-of-way and easements for access and utilities labeled in plan view.

v. All four (4) elevations that depict the physical dimensions of the wireless tower or support structure and all transmission equipment, antennas and attachments.

vi. A demolition plan.

e. Visual Simulations. A visual analysis that includes (i) scaled visual simulations that show unobstructed before-and-after construction daytime and clear-weather views from at least four (4) angles, together with a map that shows the location of each view angle; (ii) a color and finished material palate for proposed screening materials; and (iii) a photograph of a completed facility of the same design and in roughly the same setting as the proposed wireless communication facility.

f. Statement Asserting That 47 C.F.R. Section 1.6001 Et Seq. Applies. A written statement asserting that the proposed collocation or deployment qualifies as a "small wireless facility" as defined by the FCC in 47 C.F.R. section 1.6002.

g. Prior Permits. True and correct copies of all previously issued permits, including all required conditions of approval and a certification by the applicant that the proposal will not violate any previous permit or conditions of approval or why any violated permit or conditions does not prevent approval under Title 47, United States Code, section 1455 and the Federal Communications Commission's regulation implementing this federal law.

h. Affirmation of Radio Frequency Standards Compliance. An affirmation, under penalty of perjury, that the proposed installation will be FCC compliant, because it will not cause members of the general public to be exposed to RF levels that exceed the MPE levels deemed safe by the FCC. A copy of the fully completed FCC form "A Local Government Official's Guide to Transmitting Antenna RF Emission Safety: Rules, Procedures, and Practical Guidance: Appendix A" titled "Optional Checklist for Determination of Whether a Facility is Categorically Excluded" for each frequency band of RF emissions to be transmitted from the proposed facility upon the approval of the application. All planned radio frequency emissions on all frequency bands must be shown on the Appendix A form(s) attached to the application. All planned radio frequency emissions are to be entered on each Appendix A form only in wattage units of "effective radiated power".

i. Structural Analysis. A structural analysis, prepared, signed, and sealed by a California-licensed engineer that assesses whether the proposed small wireless facility complies with all applicable building codes.

j. Noise Study. A noise study or written statement, prepared by a qualified engineer, for the proposed personal wireless telecommunication facility including, but not limited to, equipment, such as air conditioning units and back-up generators. The noise study shall assess compliance with Section 17.12.050(C)(4)(e).

k. Site Survey. For any small wireless facility proposed to be located within the public right-of-way, the applicant shall submit a survey prepared, signed and stamped by a California licensed or registered engineer or surveyor. The survey shall identify and depict all existing boundaries, encroachments and other structures with two hundred fifty (250) feet from the proposed project site, which includes without limitation all: (i) traffic lanes; (ii) all private properties and property lines; (iii) above and below grade utilities and related structures and encroachments; (iv) fire hydrants, roadside call boxes and other public safety infrastructure; (v) streetlights, decorative poles, traffic signals and permanent signage; (vi) sidewalks, driveways, parkways, curbs, gutters and storm drains; (vii) benches, trash cans, mailboxes, kiosks, and other street furniture; and (viii) existing trees, oak trees, planters and other landscaping features.

l. Other Permits. An application for a small wireless facility permit shall include all permit applications with all required application materials for each and every separate permit required by the city for the proposed collocation or deployment, including a building permit, an encroachment permit (if applicable) and an electrical permit (if applicable).

4. Application Review. Each application for a new or modified small wireless facility permit shall be reviewed by the director. The city must approve or deny an application for a small wireless facility permit, together with any other city permits required for a proposed small wireless facility, within sixty (60) days after the applicant submits an application to collocate a small wireless facility using an existing structure, and within ninety (90) days after the applicant submits an application to deploy a small wireless facility using a new structure. At the time an application is deemed complete, the director shall provide written notice to all property owners within three hundred (300) feet of the site of a proposed small wireless facility.

Applicants may submit up to five (5) individual applications for a small wireless facility permit in a batch; provided, however, that small wireless facilities in a batch must be proposed with substantially the same

equipment in the same configuration on the same support structure type. Each application in a batch must meet all the requirements for a complete application, which includes without limitation the application fee for each application in the batch. If any application in a batch is incomplete, the entire batch shall be deemed incomplete. If any application is withdrawn or deemed withdrawn from a batch, the entire batch shall be deemed withdrawn. If any application in a batch fails to meet the required findings for approval, the entire batch shall be denied.

5. Tolling Period. Unless a written agreement between the applicant and the city provides otherwise, the application is tolled when the city notifies the applicant within ten (10) days of the applicant's submission of the application that the application is materially incomplete and identifies the missing documents or information. The shot clock may again be tolled if the city provides notice within ten (10) days of the application's resubmittal that it is materially incomplete and identifies the missing documents or information. For an application to deploy small wireless facilities, if the city notifies the applicant on or before the tenth day after submission that the application is materially incomplete, and identifies the missing documents or information and the rule or regulation creating the obligation to submit such documents or information, the shot clock date calculation will restart at zero on the date the applicant submits a completed application.

6. Standards Governing Approval by Director.

    a. The director shall approve or deny an application to collocate a small wireless facility using an existing structure by evaluating the following standards:

        i. The existing structure was constructed and maintained with all necessary permits in good standing.

        ii. The existing structure is fifty (50) feet or less in height, including any antennas, or the existing structure is no more than ten (10) percent taller than other adjacent structures.

        iii. Each antenna associated with the deployment, excluding associated antenna equipment, is no more than three (3) cubic feet in volume.

        iv. All other wireless equipment associated with the structure, including the wireless equipment associated with the antenna and any pre-existing associated equipment serving the facility, is no more than twenty-eight (28) cubic feet in volume.

        v. The small wireless facilities do not extend the existing structure on which they are located to a height of more than fifty (50) feet or by more than ten (10) percent, whichever is greater.

        vi. The small wireless facility does not require an antenna structure registration under part 47 C.F.R. section 17.1 et seq.

        vii. The small wireless facility is not located on Tribal lands, as defined under 36 C.F.R. section 800.16(x).

        viii. The proposed collocation is consistent with the wireless facility permit preferred zones and locations requirement of section 17.12.050(C)(3).

        ix. The proposed collocation is consistent with the design and development standards of subsection 17.12.050(C)(4), except that subsections 17.12.050(C)(4)(a) and (f) do not apply.

        x. The proposed collocation is consistent with the independent expert review provisions of subsection 17.12.050(C)(5).

        xi. The proposed collocation is consistent with the conditions of approval provisions of subsection 17.12.050(C)(6).

xii. For collocations not located within the public right-of-way, the proposed collocation shall be consistent with the standards of subsection 17.12.050(D).

xiii. For collocation located within the public right-of-way, the proposed collocation shall be consistent with subsection 17.12.050(E), except that subsections 17.12.050(E)(3)(e)(i.)(c) and 17.12.050(E)(3)(g) do not apply.

xiv. The proposed collocation would be in the most preferred location and configuration within two hundred fifty (250) feet from the proposed site in any direction or the applicant has demonstrated with clear and convincing evidence in the written record that any more-preferred location or configuration within two hundred fifty (250) feet would be technically infeasible, applying the preference standards of this section.

xv. The proposed collocation is designed as a stealth facility, to the maximum feasible extent.

b. The director may approve an application for a small wireless facility permit only if each of the following findings can be made:

i. The proposed project meets the definition for a "small wireless facility" as defined by the FCC;

ii. The proposed project would be in the most preferred location as identified in Section 17.12.050(C)(3), within two hundred fifty (250) feet from the proposed site in any direction, or the applicant has demonstrated with clear and convincing evidence that any more preferred location(s) within two hundred fifty (250) feet would be technically infeasible;

iii. The proposed project complies with the standards for a small wireless facility as specified in Section 17.12.050(G)(6).

iv. For proposed project not located within the public right-of-way, the proposed project complies with subsection 17.12.050(D).

v. For proposed projects located within the public right-of-way, the proposed project complies with subsection 17.12.050(E), except that subsections 17.12.050(E)(3)(e)(i.)(c) and 17.12.050(E)(3)(g), do not apply.

vi. The proposed collocation is designed as a stealth facility, to the maximum feasible extent.

7. Conditions of Approval for Small Wireless Facility Permits. In addition to any other conditions of approval permitted under federal and state law and this Code that the director deems appropriate or required under this Code, all small wireless facility permits under this subsection shall include the following conditions of approval:

a. No Automatic Renewal. The grant or approval of a small wireless facility permit shall not renew or extend the underlying permit term.

b. Compliance with Previous Approvals. The grant or approval of a small wireless facility permit shall be subject to the conditions of approval of the underlying permit.

c. As-Built Plans. The applicant shall submit to the director an as-built set of plans and photographs depicting the entire small wireless facility as modified, including all transmission equipment and all utilities, within ninety (90) days after the completion of construction.

d. Indemnification. To the fullest extent permitted by law, the applicant and any successors and assigns, shall defend, indemnify and hold harmless [the] city, its employees, agents and officials, from and against any liability, claims, suits, actions, arbitration proceedings, regulatory proceedings, losses, expenses or costs of any kind, whether actual, alleged or threatened, including, but not limited to, actual

attorney fees, litigation expenses and court costs of any kind without restriction or limitation, incurred in relation to, as a consequence of, arising out of or in any way attributable to, actually, allegedly or impliedly, in whole or in part, related to the small wireless facility permit and the issuance of any permit or entitlement in connection therewith. The applicant shall pay such obligations as they are incurred by [the] city, its employees, agents and officials, and in the event of any claim or lawsuit, shall submit a deposit in such amount as the city reasonably determines necessary to protect the city from exposure to fees, costs or liability with respect to such claim or lawsuit.

e. Compliance with applicable laws. The applicant shall comply with all applicable provisions of this Code, any permit issued under this Code, and all other applicable federal, state, and local laws. Any failure by the city to enforce compliance with any applicable laws shall not relieve any applicant of its obligations under this Code, any permit issued under this Code, or all other applicable laws and regulations.

f. Compliance with approved plans. The proposed project shall be built in compliance with the approved plans on file with the planning division.

g. Violations. The small wireless facility shall be developed, maintained, and operated in full compliance with the conditions of the small wireless facility permit, any other applicable permit, and any law, statute, ordinance or other regulation applicable to any development or activity on the site. Failure of the applicant to cease any development or activity not in full compliance shall be a violation of these conditions. Any violation of this Code, the conditions of approval for the small wireless facility permit, or any other law, statute, ordinance or other regulation applicable to any development or activity on the site may result in the revocation of this permit. The remedies specified in this section shall be cumulative and the city may resort to any other remedy available at law or in equity and resort to any one (1) remedy shall not cause an election precluding the use of any other remedy with respect to a violation.

h. In the event that a court of competent jurisdiction invalidates or limits, in part or in whole, Title 47, United States Code, section 1455, such that such statute would not mandate approval for the collocation or deployment granted or deemed granted under a small wireless facility permit, such permit shall automatically expire twelve (12) months from the date of that opinion.

i. The grant, deemed-grant or acceptance of a small wireless facility permit shall not waive and shall not be construed or deemed to waive the city's standing in a court of competent jurisdiction to challenge Title 47, United States Code, section 1455 or any small wireless facility permit issued pursuant to Title 47, United States Code, section 1455 or this Code.

8. Small Wireless Facility Permit Denial Without Prejudice.

a. Grounds for denial without prejudice. The director may deny without prejudice an application for a small wireless facility permit in any of the following circumstances:

i. The director cannot make all findings required for approval of a small wireless facility permit;

ii. The proposed collocation or deployment would cause the violation of an objective, generally applicable law protecting public health or safety;

iii. The proposed collocation or deployment involves the removal and replacement of an existing facility's entire supporting structure; or

iv. The proposed collocation or deployment does not qualify for mandatory approval under Title 47, United States Code, section 1455, as may be amended or superseded, and as may be interpreted by any order of the Federal Communications Commission or any court of competent jurisdiction.

b. Procedures for denial without prejudice. All small wireless facility permit application denials shall be in writing and shall include (i) the decision date; (ii) a statement that the city denies the permit without prejudice; (iii) a short and plain statement of the basis for the denial; and (iv) that the applicant may submit the same or substantially the same permit application in the future.

c. Submittal after denial without prejudice. After the director denies a small wireless facility permit application, and subject to the generally applicable permit application submittal provisions in this chapter, an applicant shall be allowed to:

i. Submit a new small wireless facility permit application for the same or substantially the same proposed collocation or deployment;

ii. Submit a new small wireless facility permit application for the same or substantially the same proposed collocation or deployment; or

iii. Submit an appeal of the director's decision.

d. Costs to review a denied permit. The city shall be entitled to recover the reasonable costs for its review of any small wireless facility permit application. In the event that the director denies a small wireless facility permit application, the city shall return any unused deposit fees within sixty (60) days after a written request from the applicant. An applicant shall not be allowed to submit a small wireless facility permit application for the same or substantially the same proposed modification unless all costs for the previously denied permit application are paid in full.

H. Standards for Satellite Antennas. Satellite antennas, including portable units and dish antennas, shall be designed, installed and maintained in compliance with the regulations of the Federal Communications Commission. Satellite antennas with diameters larger than one (1) meter in residential zones and two (2) meters in nonresidential zones shall also comply with the following requirements provided these provisions do not conflict with applicable state and federal regulations.

1. Permit Requirement. Zoning clearance shall be required for satellite antennas with diameters of one (1) meter or less; administrative plan review approval shall be required for antennas larger than one meter. A conditional use permit shall be required for antennas larger than one meter located within a designated scenic corridor.

2. Application—Plans. Plans for satellite antennas shall be submitted with applications for a building permit, and shall include a site plan and elevation drawings indicating the height, diameter, color, setbacks, foundation details, landscaping, and method of screening. The plans shall be subject to approval of the director.

3. Location. No satellite antenna shall be located within any required front-yard or street-side-yard setbacks in any zone. In addition, no portion of a satellite antenna shall extend beyond a property line.

4. Color. A satellite antenna and its supporting structure shall be painted a single, neutral, non-glossy color; such as an earth tone, gray, or black; and, to the extent possible, be compatible with the appearance and character of the surrounding neighborhood.

5. Wiring. All wiring shall be placed underground whenever possible.

6. Residential Zones. In any residential zone, satellite antennas shall be subject to the following standards:

a. Only ground-mounted satellite antennas shall be permitted. Ground-mounted antennas shall be located in the rear yard of any property to the extent technically possible;

b. Satellite antennas shall not exceed fifteen (15) feet in height;

c. Only one (1) satellite antenna may be permitted on any single-family residential site;

d. Only one (1) antenna shall be permitted per dwelling unit on any multiple family residential site;

e. A satellite antenna shall be separated from adjacent properties by at least a six- foot-high solid wall or fence or by trees or other plants of equal minimum height;

f. Any satellite antenna that is taller than an adjacent property-line fence shall be located away from the side or rear property line a distance equal to or greater than the height of the antenna;

g. The diameter of a satellite antenna shall not exceed two (2) meters. This provision may be modified by the director if the applicant provides a sufficient technical study prepared by a qualified engineer demonstrating to the director's satisfaction that strict compliance would result in no satellite reception; and

h. A satellite antenna shall be used for private, noncommercial purposes only.

7. Nonresidential Zones. In any nonresidential zone, satellite antennas may be roof- or ground-mounted and shall be subject to the following standards:

a. If roof-mounted, satellite antennas shall be screened from ground view by a parapet or other screening approved by the city. The minimum height and design of a parapet, wall, or other screening shall be subject to the approval of the director;

b. If ground-mounted, satellite antennas shall not be located between a structure and an adjacent street and shall be screened from public view and neighboring properties;

c. The location and height of satellite antennas shall comply with all requirements of the underlying zone; and

d. If the subject site abuts a residential zone, all antennas shall be set back a minimum distance from the property line equal to the height of the antenna, unless screened from view.

I. Standards for Amateur Radio Antennas. All amateur radio antennas shall be designed, constructed and maintained as follows:

1. The maximum height shall not exceed forty (40) feet, measured from finished grade;

2. Any boom or other active element or accessory structure shall not exceed twenty-five (25) feet in length;

3. Antennas may be roof- or ground-mounted; and

4. Antennas may not be located in any front-yard or side-yard setbacks;

5. These standards in this subsection (H) are subject to modification or waiver by the director on a case-by-case basis where required for the city to comply with FCC PRB-1 and California Government Code Section 65850.3 and where such modification or waiver is based on sufficient technical information provided in writing by the applicant at the request of the city.

J. Effects of Development on Antenna Reception. The city shall not be liable if development within the city after installation of an antenna impairs antenna reception, transmission, utility, or function to any degree.

K. Communications and Technology Commission as Planning Commission for Specified Purposes. For purposes of approvals required by this Section 17.12.050 and any other entitlement under this Code required only because the application seeks to construct or operate a personal wireless telecommunication facility (including, but not limited to, a scenic corridor permit, a variance, or an oak tree permit), "commission" means the communications and technology commission created pursuant to Chapter 2.38 of this Code, which is hereby constituted as a planning commission of the city for that purpose pursuant to Government Code Section 65100. As to any application that seeks approvals for both (i) new structures, or uses of existing structures or of land other than construction and operation of a personal wireless telecommunication facility and (ii) for the construction and operation of a personal wireless telecommunication facility, the communications and technology commission shall be the "commission" for purposes of approvals required only because the application seeks to construct and operate a personal wireless telecommunication facility. The

planning commission created pursuant to Chapter 2.28 of this Code shall be the "commission" for all other entitlements sought by the application. In addition, the communications and technology commission shall be the "commission" for purposes of review of proposed amendments to this Section 17.12.050.

L. Private Enforcement. In addition to any other remedy available to the city under this Code, at law or in equity, violations of this Section 17.12.050 may be remedied as follows:

1. The city attorney or city prosecutor may bring a civil action to enforce this section and to obtain the remedies specified below or otherwise available in equity or at law.

2. Any person acting for the interests of himself, herself, or itself, or of its members, or of the general public (hereinafter "a private enforcer") may bring a civil action to enforce this section with the remedies specified below, if both the following requirements are met:

   a. The action is commenced more than sixty (60) days after the private enforcer gives written notice of an alleged violation of this section to the city attorney and to the alleged violator.

   b. No person acting on behalf of the city has commenced or is prosecuting an action regarding the violation(s) which was or were the subject of the notice on the date the private action is filed.

3. A private enforcer shall provide a copy of his, her, or its action to the city attorney within seven days of filing it.

4. Upon settlement of or entry of judgment in an action brought pursuant to paragraph (7) of this subsection (I), the private enforcer shall give the city attorney a notice of that settlement or judgment. No private enforcer may settle such an action unless the city attorney or the court determines the settlement to be reasonable in light of the purposes of this section. Any settlement in violation of this requirement shall be set aside upon motion of the city attorney or city prosecutor to a court of competent jurisdiction.

5. Upon proof of a violation of this section, the court shall award the following:

   a. Appropriate injunctive relief and damages in the amount of either:

      i. Upon proof, actual damages;

      ii. With insufficient or no proof of damages, a minimum of five hundred dollars ($500.00) for each violation of this section (hereinafter "statutory damages"). Unless otherwise specified in this section, each day of a continuing violation shall constitute a separate violation. Notwithstanding any other provision of this section, no private enforcer suing on behalf of the general public shall recover statutory damages based upon a violation of this section if a previous claim brought on behalf of the general public for statutory damages and based upon the same violation has been adjudicated, whether or not the private enforcer was a party to that earlier adjudication.

   b. Restitution to the appropriate party or parties of gains obtained due to a violation of this section.

   c. Exemplary damages, where it is proven by clear and convincing evidence that the defendant is guilty of oppression, fraud, malice, or a conscious disregard for public health and safety.

   d. Attorney's fees and costs reasonably incurred by a successful party in prosecuting or defending an action.

Any damages awarded in an action brought by the city attorney or city prosecutor shall be paid into the city's general fund, unless the court determines that they should be paid to a damaged third party.

6. Upon proof of at least one violation of this section, a private enforcer, the city prosecutor, city attorney, any peace officer or code enforcement official may obtain an injunction against further violations of this section or, as to small claims court actions, a judgment payable on condition that a further violation of this section occur within a time specified by the court.

7. Notwithstanding any legal or equitable bar, a private enforcer may bring an action to enforce this section solely on behalf of the general public. When a private enforcer does so, nothing about such an action shall act to preclude or bar the private enforcer from bringing a subsequent action on his, her, or its own behalf based upon the same facts.

8. Nothing in this section shall prohibit a private enforcer from bringing an action to enforce this section in small claims court, provided the relief sought is within the jurisdiction of that court.

M. Additional Notice to Neighbors. After an application to allow the installation of a wireless facility subject to the approval of a wireless facility permit pursuant to subsections (C), (D) and (E) of this section is complete, the city shall endeavor to provide property owners at least thirty (30) days' prior notice of the initial public hearing on the matter as follows:

1. Written notice shall be mailed to the record owner of each property within one thousand five hundred (1,500) feet of the proposed site.

2. Telephone notice via the city's reverse 911 service shall be given to owners or occupants of properties within one thousand five hundred (1,500) feet of the proposed site.

A public hearing may be set on less than thirty (30) days' notice if necessary to comply with applicable law, including but not limited the Federal Communications Commission Declaratory Ruling 09-99, WT docket number 08-165, released November 18, 2009, (the "Shot Clock" ruling) and Title 47, United States Code, section 1455 and the Federal Communications Commission's regulations implementing this section, adopted on December 17, 2014, and codified at 47 C.F.R. §§ 1.40001, et seq., as they now exist or may hereafter be amended.

Failure of the city to provide notice pursuant to this subsection (L) shall not be grounds to challenge a determination provided that the notice otherwise required by law has been provided.

N. Definitions. In addition to the definitions provided in Chapter 17.90 of this title and in Chapter 1.08 of Title 1 of this Code, this Section 17.12.050 shall be construed in light of the following definitions:

"Accessory equipment" means any equipment installed, mounted, operated or maintained in close proximity to a personal wireless telecommunication facility to provide power to the personal wireless telecommunication facility or to receive, transmit or store signals or information received by or sent from a personal wireless telecommunication facility.

"Antenna structure" means any antenna, any structure designed specifically to support an antenna and/or any appurtenances mounted on such a structure or antenna.

"Applicable law" means all applicable federal, state and local law, ordinances, codes, rules, regulations and orders, as the same may be amended from time to time.

"Applicant" includes any person or entity submitting an application to install a personal wireless telecommunication facility under this section and the persons within the scope of the term "applicant" as defined by Section 17.90.020 of this Code.

"Base station" means the equipment and non-tower supporting structure at a fixed location that enables Federal Communications Commission licensed or authorized wireless telecommunications between user equipment and a communications network.

"City" means the City of Calabasas and is further defined in Section 1.08.020 of this Code.

"Collocation" means the mounting or installation of additional wireless transmission equipment at an existing wireless facility.

"Commission" has the meaning set forth in paragraph (I) of this section.

"dBA" is defined in Chapter 17.90 of this title.

"Director" means the City of Calabasas Community Development Director or his or her designee.

"FCC" means the Federal Communications Commission or any successor to that agency.

"In-kind call testing" means testing designed to measure the gap in coverage asserted by an applicant. If a claimed gap is for in-building coverage, then in-building call testing must be performed to establish the existence or absence of such a gap unless the applicant provides a sworn affidavit demonstrating good faith but unsuccessful attempts to secure access to buildings to conduct such testing and the circumstances that prevented the applicant from conducting such testing. Claimed gaps in service for "in-vehicle" or "open-air" service may be demonstrated by call testing performed in vehicles or in the open.

"Least intrusive means" means that the location or design of a personal wireless telecommunication facility addresses a significant gap in an applicant's personal communication service while doing the least disservice to the policy objectives of this chapter as stated in Section 17.12.050(A). Analysis of whether a proposal constitutes the least intrusive means shall include consideration of means to close an asserted significant gap by co-locating a new personal wireless telecommunication facility on the site, pole, tower, or other structure of an existing personal wireless telecommunication facility.

"Monopole" means a structure composed of a single spire, pole, or tower used to support antennas or related equipment. A monopole also includes a monopine, monopalm, and similar monopoles camouflaged to resemble faux objects attached on a monopole.

"MPE" means maximum permissible exposure.

"Non-tower supporting structure" means any structure, whether built for wireless communications purposes or not, that supports wireless transmission equipment under a valid permit at the time an applicant submits an application for a permit under this Code and which is not a wireless tower.

"OET" or "FCC OET" means the Office of Engineering and Technology of the Federal Communications Commission.

"Open space" includes (1) land which is zoned OS, OS-DR, or REC, (2) land in residential zones upon which structures may not be developed by virtue of a restriction on title, (3) all common areas, private parks, slope easements, and (4) any other area owned by a homeowners association or similar entity.

"Park" and "playground" shall have their ordinary, dictionary meanings.

"Personal communication service" means commercial mobile services provided under a license issued by the FCC.

"Personal wireless telecommunication facility," "wireless telecommunication facility," or "wireless facility" means a structure, antenna, pole, tower, equipment, accessory equipment and related improvements used, or designed to be used, to provide wireless transmission of voice, data, images or other information, including but not limited to cellular phone service, personal communication service and paging service.

"Private enforcer" has the meaning provided in subsection (K)(2) of this Section 17.12.050.

"Residential zone" means a zone created by Chapter 17.13 of this title.

"RF" means radio frequency.

"Significant gap" as applied to an applicant's personal communication service or the coverage of its personal wireless telecommunication facilities is intended to be defined in this chapter consistently with the use of that term in the Telecommunications Act of 1996 and case law construing that statute. Provided that neither the Act nor case law construing it requires otherwise, the following guidelines shall be used to identify such a significant gap:

1. A significant gap may be demonstrated by in-kind call testing.

2. The commission shall accept evidence of call testing by the applicant and any other interested person and shall not give greater weight to such evidence based on the identity of the person who provides it but shall consider (i) the number of calls conducted in the call test, (ii) whether the calls were taken on multiple days, at various times, and under differing weather and

vehicular traffic conditions, and (iii) whether calls could be successfully initiated, received and maintained in the area within which a significant gap is claimed.

3. A significant gap may be measured by:

   a. The number of people affected by the asserted gap in service;

   b. Whether a wireless communication facility is needed to merely improve weak signals or to fill a complete void in coverage;

   c. Whether the asserted gap affects Highway 101, a state highway, or an arterial street which carries significant amounts of traffic.

"Small wireless facility" means a personal wireless telecommunication facility that also meets the definition of a small wireless facility by the FCC in 47 C.F.R. Section 1.6002, as may be amended or superseded.

"Stealth facility" means any personal wireless telecommunication facility which is designed to substantially blend into the surrounding environment by, among other things, architecturally integrating into a structure or otherwise using design elements to conceal antennas, antenna supports, poles, equipment, cabinets, equipment housing and enclosure; and related above-ground accessory equipment.

"Transmission equipment" or "wireless transmission equipment" means any equipment that facilitates transmission for any Federal Communications Commission licensed or authorized wireless communication service, including but not limited to, radio transceivers, antennas and other equipment associated with and necessary to their operation, including coaxial or fiber-optic cable, and regular and backup power supplies.

"Wireless" means any Federal Communications Commission licensed or authorized wireless telecommunications service.

"Wireless facility minor modification permit" means a permit issued under this chapter authorizing the modification of an existing personal wireless telecommunications facility. The procedures for the application for, approval of, and revocation of such a permit shall be those required by this title, including but not limited to Section 17.12.050(F).

"Wireless facility permit" means a permit issued under this chapter authorizing the installation, operation and maintenance of a personal wireless telecommunications facility. Except as otherwise provided by this chapter, the procedures for the application for, approval of, and revocation of such a permit shall be those required by this title (including, but not limited to, those of Section 17.62.060) for a conditional use permit.

"Wireless tower" or "telecommunications tower" mean any structure, including a freestanding mast, pole, monopole, guyed tower, lattice tower, free standing tower or other structure, designed and constructed for the primary purpose of supporting any Federal Communications Commission licensed or authorized wireless telecommunications facility antennas and their associated facilities.

(Ord. No. 2010-265, § 3, 1-27-2010; Ord. No. 2011-289, § 1, 11-9-2011; Ord. No. 2012-295, § 2(Exh. A), 6-27-2012; Ord. No. 2012-302, § 1, 8-22-2012; Ord. No. 2014-314, §§ 3—5, 4-23-2014; Ord. No. 2015-322-U, §§ 3—37, 3-11-2015; Ord. No. 2015-323, §§ 3—37, 4-8-2015; Ord. No. 2019-375, §§ 3—13, 3-13-2019)

Approved by City Manager:

CITY of CALABASAS

CITY COUNCIL AGENDA REPORT

DATE: AUGUST 3, 2020

TO: HONORABLE MAYOR AND COUNCILMEMBERS

FROM: JEFF RUBIN, DIRECTOR OF COMMUNITY SERVICES JR

SUBJECT: DISCUSSION AND DIRECTION TO STAFF REGARDING THE CALABASAS KLUBHOUSE AND LITTLE LEARNERS

MEETING DATE: AUGUST 12, 2020

SUMMARY RECOMMENDATION:

It is recommended that the City Council discuss and provide direction to staff regarding the Calabasas Klubhouse and Little Learners.

BACKGROUND:

Since 2003, Little Learners, LLC, under the ownership of Bridget Nelson and Carly Armacost, have operated the Camp Calabasas seasonal camp programs in addition to the state licensed before and after school programming at Lupin Hill Elementary School, all of which is under an agreement with the City. In 2018, City Council approved the expansion of the Little Learners Agreement to include the operation of the Calabasas Klubhouse Pre School. These programs and partnership have proved to be successful over the years and provide for essential services for our community.

Bridget Nelson has been working with children for 22 years. She holds a BA in Liberal Arts from Mt. St. Mary's University, Los Angeles and a MA in Educational Psychology (with a Specialization in Early Childhood Education) from California State University, Northridge. In addition, Bridget has over 40 units in Child Development and belongs to several professional organizations that relate to the child care field. Additionally, several years ago Bridget became certified in the

Handwriting without Tears program which uses multisensory developmentally appropriate strategies, to increase success with early writing skills. Bridget has also filed her paperwork to obtain her Director Permit (highest level) in Child Development Programs which is issued by the California Department of Education Commission on Teacher Credentialing (CTC). Bridget takes a developmental approach in working with children and loves creating new programs for participants to have meaningful experiences.

Carly Armacost has worked with children for 18 years. She holds a BA in Communications from California State University, Northridge. In addition, Carly has more than 24 units in Early Childhood Education and Administration of Child Care programs. She belongs to National Association for the Education of Young Children (NAEYC) and stays up to date with additional trainings. She has filed her paperwork to obtain a Child Development Site Supervisor Permit issued by the California Department of Education Commission on Teacher Credentialing (CTC). Carly finds it essential to provide quality programs that are ever evolving and support the youth of the community.

Little Learners strives to offer quality programs for young children which support their social, emotional, physical and cognitive development. They are aware that each child develops individually at his/her own pace and they support each child's approach to learning. By providing a classroom environment that invites children to observe, to be active, to make choices and to experiment, Little Learners is able to provide opportunities for children to develop a sense of competence and feel cared for. They want to help and insure that each and every child develop a positive sense of self.

Bridget and Carly promote developmentally appropriate practices within all programs. Learning through play in early childhood is a key component. The needs and the developmental stages of children are always taken into consideration when planning the learning environment, activities, and classroom daily routines. Child directed activities provide an opportunity for children to learn while having some control. When activities are meaningful and relevant, children can make choices regarding what materials they use and how they will use them. These choices empower children to take control of their own learning and to become intrinsically motivated – the most effective and engaging way to learn. To be a "cookie cutter" educator and doing things one way, they believe is incongruent for a successful program.

Overall, it has been their goal to provide a safe and well supervised environment for children to play, learn and develop. Staff are required to participate in staff

meetings, on site workshops and they are given the opportunity for continued education experiences. They strive to provide honest and open communication with families. It is always their mission to respect families' feelings and encourage family involvement and feedback; both positive and negative.

DISCUSSION:

The Calabasas Klubhouse Program has never been stronger than what we have seen since the transition to Little Learners in August of 2018. The academic program has seen many additions that have enhanced the development and learning of our preschoolers and enrollment has been at our daily operating capacity (115) with a waiting list. This program has become the model that others aim to be and it is the talk in the Community.

Since early Spring 2020, with the closures due to the COVID-19 pandemic, both Little Learners and their programs have faced extreme difficulties that include closures, steep enrollment declines, staffing challenges and financial impacts due to substantially less income. Even with the slow re-opening of programs that are now allowed by the State and County, families are hesitant to return. An example of this is evident when on March 12, 2020 the enrollment at the Calabasas Klubhouse Pre-School was at 145 students based upon schedule. The following day, a mandatory closure of the school was implemented by the City Manager from March 16th lasting through May 31st. For the months of June and July enrollment plummeted to 26 and 41 respectively, a loss of over 100 students. Beginning August 3rd, enrollment is expected to increase to 57 students. We are hopeful to see 71 students by September 1st. It is important to note that with the new licensing and social distancing requirements, the Klubhouse capacity has been reduced from 115 to 96. With the steep enrollment decline due to COVID-19, Little Learners is struggling to keep the Calabasas Klubhouse going and enrollment revenue is nowhere close to making their own payroll let alone making rent and reimbursing the City.

Prior to the pandemic (through February 2020) and since August 2018, Little Learners has made all payments to the City per the agreement. These payments include a monthly rental payment ($7,500 in FY 18/19; $7,800 in FY 19/20; $8,100 in FY 20/21; and $8,400 in FY 21/22) for the facility and the reimbursement for the Klubhouse Staff that are on City Payroll. There are currently five employees (one Supervisor and four Teachers) that remain on City payroll. Over the past two years we have seen three teachers retire and thus the monthly reimbursement from Little Learners has gone from a high of $44,356.22 in August 2018 to $33,658.88 currently.

The following are the payments that were scheduled to be made by Little Learners:

Month	Rental	Staff Reimbursement
March 2020 (Closed as of 3/13)	$7,800	$33,658.88
April 2020 (Closed)	$7,800	$33,658.88
May 2020 (Closed)	$7,800	$33,658.88
June 2020 (Enrollment 24)	$7,800	$33,658.88
July 2020 (Enrollment 41)	$8,100	$33,658.88
TOTALS	**$39,300**	**$168,294.40**

Little Learners did not charge tuition during April and May while continuing to pay their full time staff through the PPP Loan they received in May. This loan enabled them to open the doors when allowed on June 1; however, they opened with extremely diminished enrollment and mounting debt. Even without making past and current payments due to the City, Little Learners is operating in the red each month they are open and at this rate may not be able to sustain the operations through the calendar year.

The following are several considerations to help guide the discussion:

1. Determine how to proceed with the outstanding debt Little Learners has incurred and if they should be on the hook for the time the facility was under a mandatory closure.
2. Reduce or eliminate the monthly staff reimbursement and increase the monthly rental payment.
3. Reduce or eliminate City Pre-School Staff through a reduction in force and rent the facility to Little Learners.
4. Eliminate the Pre-School Program.
5. Other

FISCAL IMPACT/SOURCE OF FUNDING:

Since March 2020, the City has not received rent or staff reimbursements from Little Learners for the operation of the Calabasas Klubhouse Pre-School Program.

REQUESTED ACTION:

It is requested that the City Council discuss and provide direction to staff regarding the Calabasas Klubhouse and Little Learners.

ATTACHMENTS:

None.

Approved by City Manager:

CITY of CALABASAS

CITY COUNCIL AGENDA REPORT

DATE: AUGUST 3, 2020

TO: HONORABLE MAYOR AND COUNCILMEMBERS

FROM: MARICELA HERNANDEZ, MMC, CITY CLERK

SUBJECT: DISCUSSION OF PAST ELECTION ISSUES AND THE UPCOMING NOVEMBER 3 ELECTION

MEETING DATE: AUGUST 12, 2020

SUMMARY:

As you know, Senate Bill 415 (SB) 415 mandated the City of Calabasas to consolidate all elections with L.A. County effective November 2018 and beyond.

BACKGROUND:

March 3, 2020, Special Municipal Election
During the most recent election, there were several anomalies, which are detailed in the attached letter from Mayor Weintraub to the L.A. County Board of Supervisors (BOS). Copy of this letter was posted on the City's website and was distributed to Secretary of State Alex Padilla, Senator Stern and Assemblymember Gabriel.

The BOS directed the Registrar-Recorder/County Clerk (RRCC) to investigate the challenges voters experienced on the days leading to the election as well as on Election Day. The RRCC provided his reports to the BOS on April 27 and are also attached for your reference.

The responses to Mayor Weintraub's letter from the BOS Executive Office and the RRCC are also attached.

November 3, 2020, General Municipal Election
On April 28, the BOS took unanimous action to adopt the expanded Vote by Mail (VBM) model under the existing provisions of the Voter's Choice Act. That motion is attached.

This means that the County will be mailing a ballot to every registered voter for the November 3 Election. In-person voting at Vote Centers will continue to be supported with an adequate number of centers. It has yet to be determined how many Vote Centers the County will implement for November. The City's Founders Hall has been tentatively designated as a five-day Vote Center. In addition, staff is working with the County to secure a 24-hour VBM Drop-off box.

RECOMMENDATION:

That the City Council discuss past election issues and the upcoming November 3, 2020 election; and provide direction to staff as desired.

ATTACHMENTS:

A. Letter sent to LA BOS Chair, Kathryn Barger
B. Response letter from L.A. County Chief Executive Officer, Sachi Hamai
C. Response letter from the RRCC to Mayor Weintraub
D. Response letter from the RRCC to the BOS
E. BOS motion regarding the November 3, 2020 election
F. VSAP BOS Report
G. VSAP VBM Implementation Report

CITY of CALABASAS

MAYOR ALICIA WEINTRAUB

March 5, 2020 VIA U.S. MAIL AND EMAIL

The Honorable Kathryn Barger, Chairperson
Supervisor, Fifth District
Los Angeles County Board of Supervisors
Kenneth Hahn Hall of Administration
500 West Temple Street, Ste. 383
Los Angeles, CA 90012

RE: Election Anomalies

Honorable Supervisor Barger:

In light of the upcoming probe of election mishaps with the recent March 3, 2020, Primary Presidential Election, I want to bring to your attention the anomalies experienced by voters in the City of Calabasas.

1. The County Elections Department failed to include Measure FD in the Sample Ballot distributed to voters in Vote by Mail Precinct 1000006D.

   The County Elections Department took corrective actions to deliver supplemental ballot material with Measure FD and related measure information to affected voters; however, this does not discount or minimize the huge error that was discovered on February 14 by coincidence as two of my colleagues were preparing for an election show.

   Your staff promised to monitor their corrective activity and ensure to track ballot returns (both original and supplemental) and follow-up with voters throughout the voting period. However, we are uncertain whether the 152 affected voters had the opportunity to vote for Measure FD.

   As an additional precaution, Calabasas City Clerk staff also contacted affected voters via email and telephone to confirm they had received the appropriate election materials.

100 Civic Center Way
Calabasas, CA 91302
818-224-1661

2. Calabasas City Clerk handled many inquiries from voters concerned that their sample ballots and/or their vote by mail ballots were not received. This is a recurring problem, as we have had several election cycles in a row where sample ballots are either delivered very late, or never delivered at all.

3. The Vote Center at AC Stelle scheduled to open on Saturday, February 29, opened late due to technical issues with voting equipment. It took an email from our City Clerk to Mr. Logan to elevate the issue and get it resolved.

4. Vote Centers in the City of Calabasas and surrounding areas were jammed packed and understaffed. Depending upon where one was and when one voted, some of the wait times exceeded two hours.

   County Elections staff claimed to have planned everything out and worked hard to make things run smoothly, but the opposite occurred.

   Our City Clerk even contacted Elections staff after 8 p.m. via phone and email to make them aware of the lines at the Calabasas Senior Center and request additional staff be deployed to assist the three Vote Center volunteers, who went without a break all day on Election Day. County Elections staff never confirmed whether additional poll workers were assigned to the Calabasas Senior Center.

   Many Calabasas voters inundated Social Media with their horrific experiences, which included long lines at Vote Centers and the voting equipment not working properly.

   In some cases, voters chose to leave the Vote Centers without voting, rather than endure the waits. So, these voters were essentially disenfranchised by the system. In addition, these kinds of negative experiences could very well deter people (especially younger citizens and first-time voters) from attempting to vote in the future, which would be tragic.

We find the handling of the recent election unacceptable and inexplicable. In addition, we are left to wonder that County Elections staff continues to perpetually fail to run Elections in an efficient manner. It makes it seem that they are trying to get people not to vote. We do not want the County Elections Department incompetence to adversely affect the City of Calabasas municipal elections, and we want to see

corrective actions of the situation well before the onset of the campaign season which starts in July 2020. Furthermore, it is our intention to review the City of Calabasas ballots and sample ballots before they are distributed to voters. In addition, we would like our staff to be involved in any proposed precinct setting process.

I welcome the opportunity to meet with you and your staff to discuss this in more detail and reach a quick resolution to the City of Calabasas' concerns listed above.

Regards,

CITY OF CALABASAS

Alicia Weintraub

Alicia Weintraub
Mayor

/mh

c/ Calabasas City Council
Dr. Gary J. Lysik, Calabasas City Manager
Senator Henry Stern, 27th District Representative
Assemblymember Jesse Gabriel, 45th District Representative
Mr. Dean Logan, Los Angeles County Registrar/Recorder
Los Angeles County Board of Supervisors

County of Los Angeles
CHIEF EXECUTIVE OFFICE
Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
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SACHI A. HAMAI
Chief Executive Officer

Board of Supervisors
HILDA L. SOLIS
First District

MARK RIDLEY-THOMAS
Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

March 25, 2020

The Honorable Alicia Weintraub
Mayor of City of Calabasas
100 Civic Center Way
Calabasas, CA 91302

Dear Mayor Weintraub:

ELECTION ANOMALIES - PRIMARY ELECTION, MARCH 3, 2020

Thank you for your letter dated March 5, 2020 regarding election anomalies. Elections are of utmost importance to the County, and we appreciate you raising these concerns, which we are investigating.

Please be assured that the County is committed to ensuring that elections are properly executed and that election issues are quickly resolved so as not to deter residents from participating in this fundamental democratic right.

Thank you for bringing this issue to our attention.

Sincerely,

SACHI A. HAMAI
Chief Executive Officer

SAH:FAD:TJM
ET:VH:ma

c: Each Supervisor
Executive Office, Board of Supervisors

Los Angeles County Registrar-Recorder/County Clerk

DEAN C. LOGAN
Registrar-Recorder/County Clerk

April 6, 2020

The Honorable Alicia Weintraub
Mayor of Calabasas
100 Civic Center Way
Calabasas, California 91302

Dear Mayor Weintraub:

Thank you for your letter dated March 5, 2020. I acknowledge, respect and share your concern regarding difficulties that some Los Angeles County voters, more specifically City of Calabasas voters, faced in the March 3, 2020, California Presidential Primary Election.

I take your concerns very seriously and my office is committed to addressing them in a proactive manner that improves the voting experience and safeguards the electoral process for all voters. The significance of these issues on public trust and confidence in the elections process and voter participation is of great concern. I sincerely regret the impact on your community and all affected voters.

As an update regarding Measure FD (Ballot Group #152) a total of 93 vote by mail (VBM) voters were affected and provided a supplemental ballot. Of the 93 affected voters, 10 voters opted to vote in person at a vote center and 34 voters returned their VBM ballots. Of these 34 returned ballots, only 9 were returned without the supplemental ballot. In summary, per the Statement of Votes Cast, the City of Calabasas had a total of 7,720 votes cast on Measure FD, of which 4,294 votes were cast through VBM ballots.

In response to other concerns noted, immediately following Election Day, I leveraged an existing engagement with Gartner Consulting to assist in reviewing the problems and determining the corrective actions that will address the barriers faced by voters, such as ensuring sufficient deployment of resources at Vote Centers and increased training for vote center personnel.

Additionally, the Los Angeles County Board of Supervisors passed a motion on March 10, 2020, directing the County's Chief Executive Officer to retain an independent consultant to review the challenges voters experienced in the days leading up to the election, and on Election Day, and to review and validate corrective action plans developed by my

Department. As part of that process, we will engage with voters, community election workers and stakeholders to provide a comprehensive and transparent response. Your letter will be shared with the independent consultant and the issues you identified will be addressed.

As we move quickly to refine and improve our election processes – including how to deal with the coronavirus public health situation – it remains important to build on the outreach and community partnerships established ahead of the March 3, 2020 election in developing the Voting Solutions for All People plan.

Its initial implementation demonstrated that voters wanted and valued features such as mobile and flexible vote centers that provide access to demographics and communities often underrepresented in voter participation; flexibility in day, time and location for voting; increased options for accessibility that enable voters with disabilities to vote independently; and enhanced language access services that allow limited-English-speaking voters to customize audio and language-specific options on ballot marking devices.

As we look into challenges voters faced on Election Day and prepare corrective measures, we must address these issues head-on and ensure that the systems designed to make the voting process better are not cut short by a lack of attention to and planning for staffing resources, support protocols and facility capacity. Regarding your request to be involved in the review of the City of Calabasas ballots and sample ballots, we will work with your City Clerk or designated staff and welcome their participation in the review process.

I look forward to sharing our action plan with you upon its completion. In the meantime, my Manager of Government and Legislative Affairs, Aaron Nevarez, along with his team, are available to assist you and your staff. Aaron can be reached at (562) 462-2800 or by email at ANevarez@rrcc.lacounty.gov.

Please do not hesitate to contact me directly should you have further questions or concerns.

Sincerely,

DEAN C. LOGAN
Registrar-Recorder/County Clerk

c: All members, Los Angeles County Board of Supervisors

Los Angeles County Registrar-Recorder/County Clerk

DEAN C. LOGAN
Registrar-Recorder/County Clerk

April 27, 2020

TO: Supervisor Kathryn Barger, Chair
Supervisor Hilda L. Solis
Supervisor Mark Ridley-Thomas
Supervisor Sheila Kuehl
Supervisor Janice Hahn

Sachi A. Hamai, Chief Executive Officer

FROM: Dean C. Logan, Registrar-Recorder/County Clerk

Dean C. Logan

REPORT BACK ON MARCH 3, 2020 PRESIDENTIAL PRIMARY ELECTION

On March 10, 2020, your Board passed a motion directing the Registrar-Recorder/County Clerk (RR/CC) to investigate all of the challenges that voters experienced on both Election Day as well as all days County residents were able to vote during the March 3, 2020 Presidential Primary Election.

The Board directed RR/CC to report back in 45 days with corrective measures for all noted issues to be implemented in time for the November 3, 2020 Presidential General Election. RR/CC worked Gartner Consulting in the development of the Board Report by organizing and coordinating RR/CC teams to understand and analyze the root causes for the issues identified, and to develop solutions and associated costs to be included in the Board Report.

To provide a comprehensive response to the motion, 12 work groups were established to tackle each of the items referenced in the motion. In conducting the review and identifying corrective actions, the Department reviewed observations and consulted with the California Secretary of State for feedback and recommendations.

The majority of the issues referenced in the motion, Items 1-11, are covered in the first report. Item #12 in the motion directed RR/CC to develop an implementation plan, including a cost analysis, for providing Vote by Mail (VBM) ballots to all voters for the

November 2020 Election. Given the nature of this request, a separate report was produced to provide the Board with a complete, distinct response on this issue. In addition to the reports themselves that follow, both include their own respective Executive Summary and Appendices.

Finally, as part of the March 10th motion, the Board also directed the Chief Executive Officer (CEO) to hire an independent consultant to provide a third-party review and validation of the RR/CC report. The CEO selected Slalom Consulting for this effort. While that firm's work is not a part of this report, RR/CC fully cooperated in this effort to ensure that the Slalom team had complete access to all staff, vendors and stakeholders. The Department has provided Slalom with all requested documentation (including background information, logs and other data, reports and survey responses) to assist in validating and monitoring the RR/CC's effort.

If you have any questions, please contact me directly or your staff may contact Aaron Nevarez, VSAP Project Director, at anevarez@rrcc.lacounty.gov or (562) 462-2800.

AGN. NO.

MOTION BY SUPERVISORS JANICE HAHN AND SHEILA KUEHL April 28, 2020

General Election 2020 Vote By Mail

The COVID-19 pandemic has caused many sectors of life to be upended. Much of what is being experienced is unprecedented and the 'new normal' of the future is unknown. Voting is a right that should not come at the cost of being exposed to this virus.

Based on the California Elections Code (EC 4007), which requires Los Angeles County to move to a voting model where every eligible voter is mailed a ballot prior to each election no later than 2024, it is conceivable that all voters receive a ballot in the mail this year, to prevent further spread of COVID-19. Given the recent Executive Orders by the Governor of California, we know that the local elections held in April, May and June 2020 will be conducted by mailing ballots to all eligible voters and providing in-person voting options at vote centers in a manner consistent with public health orders to restrict public gatherings by requiring physical distancing and personal protective equipment for voters and election workers. Recently, the California Secretary of State has convened a working group of voter advocacy organizations, legislative staff and county election officials to make statewide recommendations for a similar Executive Order regarding the

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conduct of the November 3, 2020 General Election and it would be both prudent and wise to plan accordingly.

Our local Public Health Officials have indicated the success of physical distancing in flattening the curve of COVID-19 spread and have warned us of the implications of lifting the health order too soon. Knowing that the health of all residents is at stake and that the current physical distancing requirements set to expire on May 15, 2020 may be extended, it is imperative to anticipate what extra challenges could arise in the General Election. The recruitment of community election workers for the General Election will likely be hampered by public health concerns related to COVID-19. The ability to ensure adequate number of accessible in-person voting locations to meet capacity demands and provide for physical distancing and reduced congestion necessitate an expanded vote by mail model to ensure every voter has access to a ballot.

WE, THEREFORE MOVE that the Board of Supervisors:

1. Adopt the provisions of the Voter's Choice Act (Elections Code sections 4005 and 4007(c)) applicable statewide, thereby accelerating provisions for mailing a ballot to every eligible voter in all elections starting with the November 3, 2020 General Election in response to ongoing public health concerns related to COVID-19;
2. Send a five-signature letter to the Los Angeles County Congressional Delegation urging support for emergency federal funds allocated to support the accelerated implementation of an expanded vote by mail voting model for the November 3, 2020 General Election aligned to preventing the spread of COVID-19 and in support of recovery efforts that support the limitation of

available in-person voting locations and the recruitment of election workers;

3. Send a five-signature letter to the Los Angeles County State Legislative Delegation urging support for emergency state funds allocated to support the accelerated implementation of an expanded vote by mail voting model for the November 3, 2020 General Election aligned to preventing the spread of COVID-19 and in support of recovery efforts that support the limitation of available in-person voting locations and the recruitment of election workers;

WE, FURTHER MOVE that the Board of Supervisors:

1. Instruct the Registrar-Recorder/County Clerk to take appropriate measures to align in-person voting options for the November 3, 2020 General Election with guidance from the Department of Public Health to ensure the safety of voters and election workers; and
2. Instruct the Chief Executive Officer to work with the Registrar-Recorder/County Clerk to identify the resources needed to support the successful implementation of the expanded vote by mail model for the November 3, 2020 General Election including any required budget adjustments or supplemental funding authorization.

# # #

JH:mb

VSAP
BOARD REPORT

LAVote.net

LOS ANGELES COUNTY
Registrar-Recorder/County Clerk

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1. Executive Summary

Executive Summary - Key Points:

During the Presidential Primary Election in March, Los Angeles County introduced a new voting system that served nearly 1 million voters at more than 970 vote centers throughout the County.

Post-election surveys and voter exit polls indicate that most voters (70%) had a positive experience, while 20% reported a negative experience. Overall 15% percent of voters reported waiting more than 2 hours to vote. RR/CC acknowledges that not all voters were properly supported on Election Day, resulting in long waits and great frustration for many voters.

At the request of the Board of Supervisors, the RR/CC, with a team of experts, examined the issues and analyzed the causes behind those failures, which relate primarily to technology, training and capacity issues.

As a result, RR/CC already has started to improve training and procedures and to refinine its systems to ensure a better experience for ALL voters in future elections.

Los Angeles County introduced new Ballot Marking Devices (BMDs) in the March 2020 Presidential Primary Election. Voters reported that their experience with the BMDs was positive. The BMDs are new and, as with anything new, it will take some time for voters to become accustomed to using them, including features that ensure ballot security and voter privacy.

RR/CC looked carefully into the root causes of the issues experienced by voters. Here are some key findings:

- Vote Centers were open for 10 days before Election Day. 27% of voters cast ballots in the first 10 days; 73% on Election Day. RR/CC also received and processed 1,141,594 Vote by Mail (VBM) ballots.
- Longer wait times primarily resulted from technical issues with the electronic pollbooks (PollPads) that are used to check-in voters as they arrive at the Vote Centers. Even though ample network bandwidth was available, the PollPads had issues synchronizing data with the voter database and the voter search function was too limited for the size of the County's electorate. This resulted in delays as voters checked in. Also, some Vote Centers had fewer PollPads than needed to handle voter turnout on Election Day.
- While there was a perception among voters and the media that BMDs were not operable and contributed to wait times, generally this was not the case. Based on the data, BMD availability did not contribute to wait times, but some BMDs were unavailable for two reasons:
    1. While not intended, Election Workers did not make all BMDs available at the Vote Centers. Some BMDs were not turned on in larger Vote Centers because they were not identified as necessary to meet voter needs during the election. Had all BMDs been needed, Election Workers would have powered them on.
    2. There was a known issue with a printer gear that affected more BMDs than originally identified, causing 1,297 to be taken out of service because of paper jams. This affected 5.6% of the BMDs in the field.
- Network bandwidth between the PollPads and the voter database was sufficient and was not a constraint on Election Day.

- While RR/CC recruited the overall number of Election Workers needed, delays in Vote Center selection and late assignement of Election Workers caused some Vote Centers to be overstaffed and some to be understaffed because either too many Election Workers were assigned to a Vote Center or the Election Workers did not report as scheduled or at all. In most cases, multilingual Election Workers were stationed where needed, but the under/overstaffing issue applied to them as well. The need to have Vote Center Leads work 11 consecutive days proved to create difficulties for Vote Center Lead attendance and also caused difficulties filling those critical roles.
- Election Worker training started while many elements were still changing – procedures being finalized and new legislation being passed (Senate Bill 207) – which caused differences between training conducted earlier vs. later in the cycle. This represented a lot of change – new technology and new/changing procedures – for Election Workers to absorb.
- There were challenges and constraints in gaining access to and setting up Vote Centers, with some closing early or opening late, and some not opening at all on some days.
- The Help Desks where Election Workers and voters call to get help did not have adequate staff needed to respond to incoming call volume promptly. Technical issues with the telephone system also led to excessive wait times.

The RR/CC is committed to addressing each issue below in preparation for the November 2020 General Election.

Voter Wait Times

- Continue to put more resources toward encouraging voters to vote before Election Day at a Vote Center of their choice. With a broader distribution of voters across the voting period, fewer bottlenecks are likely todevelop and issues can be immediately identified and addressed.
- Work with the Secretary of State and KnowiNK, the vendor for PollPad, to reduce the PollPad synchronization time to rapidly receive and process updates from the KnowiNK ePulse voter database server and ensure the availability of PollPads to check in voters through KnowiNK's ongoing improvement and certification of the PollPad and ePulse products.
- Improve the search function to quickly match voters based on multiple criteria, and make it easier for voters to obtain and bring with them a scannable Voter ID from the Sample Ballot or access it on a mobile device using the Voter Registration Lookup Tool.
- Ensure that all Vote Centers have at least 5 PollPads and an appropriate number of BMDs for adequate capacity.
- Implement procedures to ensure all deployed PollPads are powered on, updated and ready for use in Vote Centers.
- Track wait times at Vote Centers and communicate wait times to voters in real time through an app that will better assist voters in selecting a Vote Center.

Ballot Marking Devices

- Continue work to replace the printer assemblies on all BMDs affected by the faulty printer gear.
- Train Election Workers to turn on all BMDs daily during the voting period.

Vote Center Locations

- Encourage voters to use the Online Vote Center Locator Tool.
- RR/CC also will implement a more effective management tool to maintain and manage a database that tracks identification, recruitment and updates, and Vote Center profiles on a real-time basis.

Vote Center Staffing

- Assign Field Support Technicians to specific Vote Centers rather than through a dispatch-only model to ensure that Election Workers receive technical support quickly to assist with any equipment issues.
- Assess and improve the process of assigning multilingual staff to ensure that staff who speak the languages of the community are available in Vote Centers.
- Complete implementation of the database to support Election Worker and Vote Center management (PollChief), to provide visibility into election worker assignments and ensure more consistent staffing across Vote Centers.
- Streamline the Vote Center Lead Program to ensure better Lead coverage across Vote Centers, including potentially breaking up the 11 consecutive days of service.
- Start Election Center Worker recruitment earlier.

Election Worker Training

- Generally, Election Workers assigned high grades to the quality of their training and received high marks from voters, but there is more to do.
- RR/CC will carefully examine the feedback from Election Workers and Leads gathered through the Election Worker Survey and Vote Center Leads Survey, feedback from voters, and other input.
- RR/CC will adapt the Election Worker training program to account for areas where deeper training is needed or where additional topics should be covered. Options include additional computer-based training (CBT) and/or extending in-person training.
- The Department will improve training on how best to communicate important instructions to voters, including how to cast their ballot in the BMD.

Voter and Election Worker Help Desk[1]

- RR/CC Help Desks for voters and Election Workers were inadequate, particularly on Election Day. The Department will engage an experienced outside firm to assess and document requirements for scaling Help Desk operations, infrastructure and telephone systems.
- Outsource IT Help Desk operations to an experienced telecommunications company that provides help desk/support services.
- Migrate all Help Desks onto a single incident management system, ensuring the ability to escalate and provide issue visibility across all groups.
- Ensure adequate numbers of staff and agent IDs for all Help Desk lines.

Vote by Mail Ballots

- Procedural and systems failures resulting in 17,000 voters receiving their Vote by Mail ballots later than scheduled trace to limitations in the County's Election Management System (EMS) and insufficient staff capacity.
- Incorporation of the Special Congressional District 25 contest following an extended candidate filing period required creation of ad hoc scripts and reports from the EMS that over taxed system and staffing resources to address the other election contests.
- The Department is working with the EMS vendor on modifications to better adapt to similar conditions in future elections.

Measure FD

- The issue involving three cities and Measure FD related to boundary changes that had not been updated in the Department's system.
- The error, in part, related to insufficient quality checks, a flaw in the process of regularly requiring updates to election boundaries and failure to validate those boundaries with the districts that placed measures on the ballot.
- The Department has put in place measures to address frequency and verification of jurisdictional boundaries and to ensure accuracy and currency of Geographic Information Systems data.

Ballot Boxes

- Voters in Los Angeles County are accustomed to a centralized ballot box at their polling place.
- While the integrated ballot box on the new Ballot Marking Devices allows voters to cast their ballot with greater accessibility and privacy, the new feature caused voters confusion. Over time, this will improve as voters become more familiar with the system.

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[1] RR/CC will work with the County's Chief Executive Officer to secure funding to accomplish this item. Because of the financial effects of addressing the COVID-19 health emergency the RR/CC may be unsuccessful in obtaining the necessary funding to accomplish these desired changes.

- The Department is modifying messaging in the user interface to make the process for casting ballots easier to understand.

Voter Feedback

- RR/CC will continue to utilize voter surveys to improve the volume and quality of feedback. Responses from the post-election surveys in March found 70% of respondents had a positive overall voting experience; 20% had a negative experience.
- A Loyola Marymount University exit poll found somewhat similar numbers: 87% of respondents said they had a positive overall voting experience at the Vote Centers, while 13% reported a fair or poor experience.

Conclusion

These results – and the findings derived from the Board's motion – will assist the Department in continuing to improve the voter experience for Los Angeles County voters.

RR/CC is engaged with the Secretary of State and a broad range of community stakeholders to prepare for the November 2020 Presidential General Election considering the effects of COVID-19 on the voting experience.

The actions RR/CC will take in preparation to address the Board Motion Items are listed below:

Board Motion Item	Potential Solutions
1. Excessive wait times that may have resulted from technical issues from the check-in process	▪ KNOWiNK to modify the ePulse and PollPad software to increase performance related to synchronization and lagging screen navigation seen in the March Election ▪ A minimum of 5 PollPads will be deployed to Vote Centers along with the appropriate associated number of BMDs to accommodate expected voter turnout with acceptable wait times ▪ Deployed PollPads will be connected every morning ▪ Define maximum PollPad allocation by network capacity ▪ KNOWiNK will fix the search functionality to retrieve reliable results ▪ Improve CVR processing through application modifications and additional training ▪ Modify the Sample Ballot to make it easier for voters to bring a scannable Voter ID Code to the Vote Center ▪ Modify the Voter Registration Lookup Application to allow voters to obtain their Quick Check-in Code on a smartphone while waiting in line to vote or before visiting the Vote Center ▪ Work with partners to implement a solution to track wait times at Vote Centers and communicate them to voters, giving voters the ability to choose Vote Center locations based on wait times
2. Ensuring appropriate staffing is maintained at each Vote Center location, including staff that speak languages of the community they serve, and enough staff to respond and fix technical challenges that arise at Vote Center locations	▪ Ensure appropriate multilingual staff is maintained at the Vote Center locations that speak the languages of the community they serve ▪ Include capability to generate appointment letters via new Election Worker Management System ▪ Streamline Vote Center Lead Program with a focus on time commitment and recruitment process for temporary staff ▪ Streamline Reservist Program with a focus on time commitment and recruitment process ▪ Assign Field Support Technicians to Vote Centers during the voting period to ensure adequate technical support
3. Evaluating the training required of election workers to ensure it is adequate and include feedback from election workers	▪ Finalize procedures before training begins ▪ Include in Election Worker training an orientation to training materials and support documents on the PollPad ▪ Based on survey results other data, RR/CC will assess the length and duration of training required for the November election

Board Motion Item	Potential Solutions
4. Determine what led to 17,000 voters not receiving their Vote by Mail ballots as scheduled	▪ Enhance the EMS to provide the ability to exclude districts and ballot types in data extracts ▪ Implement Quality Control in the extract data validation processes, assuring that all voters receive a VBM ballot as expected ▪ Test custom-developed scripts, which are intended to automate tasks, prior to implementation ▪ Work with EMS vendor and consultants to address database issues ▪ Normalize IT staff requirements, including overhaul of VoteCal/EMS sync processes ▪ Complete an analysis and seek legislative review to prevent shortened election schedules because of special vacancy elections from impacting legal deadlines
5. Determine how 3 cities and other smaller precincts were not included for Measure FD	▪ Require Special Districts to provide map and data files along with ordinances/resolutions for late submissions ▪ Execute verbal and written validation of details and communicate submission deadlines ▪ Cross-train staff in RR/CC quality control processes. ▪ Create an online guide with a checklist of key tasks and milestones. ▪ Structure and streamline the intake process. ▪ Verify boundaries before every election
6. Discrepancies between official publications of Vote Center locations and actual/final Vote Center locations	▪ Continue encouraging the public to use the online Vote Center Locator Tool
7. Problems with the 'hotline' used for voters and election workers to report problems to ensure adequate staffing, including callers being disconnected because of high call volumes	▪ Engage a third-party vendor to provide IT Help Desk Call Center assessment and logistical planning. ▪ Engage a third-party vendor to provide IT Call Center staffing and management (outsourced) services ▪ Migrate all Help Desks into one incident management system ▪ Conduct call volume analysis to determine staffing needs ▪ Increase number of agent IDs for Pollworker Services Help Desk
8. An assessment of the set up at Vote Centers, deployment of resources and availability of staff at the Vote Centers	▪ Outsource Vote Center deployment ▪ Implement a data warehouse for Vote Center and Election Worker management ▪ Complete Vote Center recruitment by e-85 ▪ Enlist support for public site compliance and private site recruiting ▪ Operationalize Account Manager program
9. Identify the technical issues, including IT/internet connectivity and inoperable voting machines	▪ Complete BMD printer assembly replacements ▪ Test remaining BMDs for printer gear issues ▪ Train Election Workers to turn on all BMDs on Election Day

Board Motion Item	Potential Solutions
10. Assess whether ballot boxes should be separate from the Ballot Marking Devices	▪ Refine messaging as part of Voter Outreach and in Vote Centers emphasizing high-level, simple steps ▪ Clarify on-screen text and imagery on the BMD to reinforce how to cast the ballot ▪ Create a Check-in Clerk script advising voters on key points, including how to cast the ballot
11. Develop a plan to receive feedback from voters regarding their experience	▪ Administer voter survey and analyze results

2. Board Motion Items

Item 1. Excessive wait times that may have been a result of technical issues from the check-in process

Key findings:

- On Election Day, some voters experienced unacceptable wait times attributable to the check-in process at a number of Vote Centers.
- Lines at Vote Centers resulted from the check-in process; BMD capacity was not a constraint.
- During the 10-day voting period prior to Election Day, there were no reports of long wait times at Vote Centers. 27% of in-person voters voted during the 10-day period.
- On Election Day (March 3), some voters experienced an unacceptable wait time attributable to the check-in process at a number of Vote Centers. 73% of in-person voters voted on Election Day.
- Smaller Vote Centers were more likely to have longer wait times after 8 p.m. on Election Day.
- Technical issues related to PollPads contributed to wait times on Election Day
- Vote Centers with fewer than five PollPads experienced longer wait times.
- Network bandwidth at Vote Centers was not a constraint on Election Day.
- Using a Sample Ballot or other printed material containing the Voter ID Code significantly improved the speed of check-in.

Solutions/Remedies

1. ***KNOWiNK to modify the ePulse and PollPad software to increase performance related to synchronization and lagging screen navigation seen in the March Election.***

During this investigation, KNOWiNK recreated the election and data transactions in the production environment to simulate the events on Election Day. Analysis after the simulation highlighted various areas for their development team to address inefficiencies in the application, hardware utilization, and data transfer as part of the synchronization process. For example, the KNOWiNK team identified record duplication in the PollPad database that slowed the display of search results.

Prior to re-certification, the vendor (KNOWiNK) must load-test the application to ensure the modifications address the issues experienced on Election Day. A mock Voter Center will be created with 20 Check-in Clerks to test the behavior of the PollPads while thousands of transactions synchronize. This test will use the March Election transactions as a baseline, however, more transactions will be added to simulate the volume of a General Election. KNOWiNK will demonstrate to the County the product is still certified prior to use in the November election.

A number of modifications to the PollPad have already been made, and others are underway, to improve synchronization and latency.

2. A minimum of 5 PollPads will be deployed to Vote Centers along with the appropriate associated number of BMDs to accommodate expected voter turnout with acceptable wait times.

Each Vote Center will have at least 5 PollPads synchronized and available for use on Election Day. The number of BMDs in Vote Centers will be determined based on voter throughput analysis at check-in and at the BMDs using actual data related to check-in times and BMD voting session times collected during the March election.

3. Deployed PollPads will be connected every morning.

Training procedures will be modified to ensure that Election Workers are informed that all PollPads must be set up, powered, and connected to the network every morning. This will ensure that all the PollPads are synchronized during the entire election period. By having the PollPads synchronized daily, network bandwidth will not be consumed with larger datasets that negatively impact the other PollPads.

4. Define maximum PollPad allocation by network capacity.

KNOWiNK will provide minimum bandwidth requirements per PollPad taking the County's daily data volumes into consideration. AT&T will conduct a network assessment of every Vote Center's hardline and cellular capability to determine the potential networks available for the PollPad connections. From the minimum requirements, Vote Center device allocation will strictly adhere to the number of PollPads deployed to ensure network bandwidth does not become a constraint.

5. KNOWiNK will fix the search functionality to retrieve reliable results.

KNOWiNK will fix the deficiencies associated with the voter look-up search functions so returned results accurately filter voters. The search function will allow Election Workers to search using first name, last name, house number, and street name. This additional filter will significantly reduce the number of results returned from a voter search.

The new search functionality will be tested prior to the November election to ensure the results are as expected. The test will include all voter records to ensure non-unique names are present, so filtering can be tested will real data.

6. Improve CVR processing through application modifications and additional training.

KNOWiNK will modify the Precinct Selection screens when adding or editing a voter's address. When a voter's address is correctly selected on the interface, the precinct screen will be bypassed. The precinct selection screen will only be displayed if the entered address does not have a corresponding precinct.

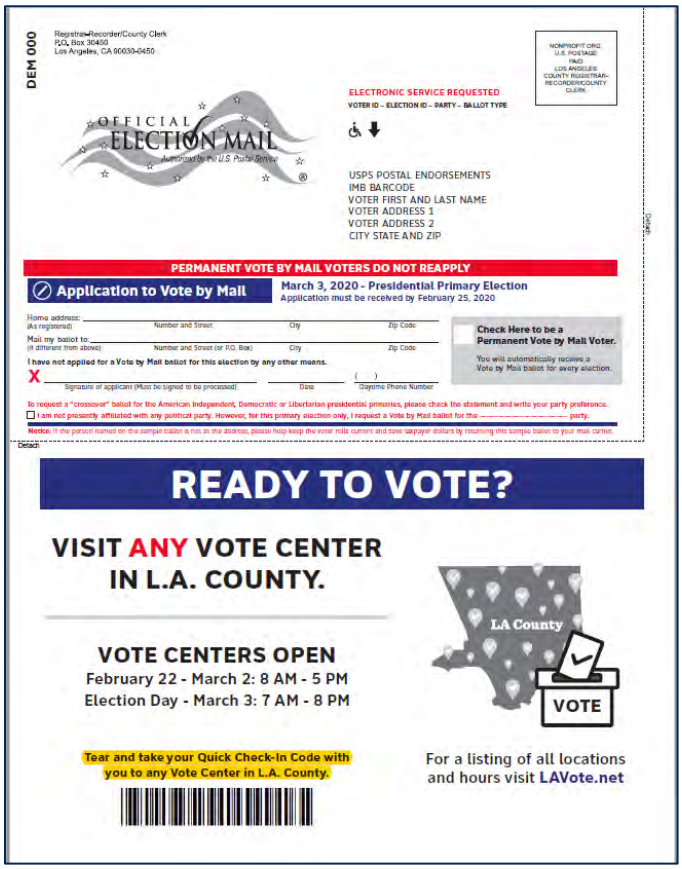
Additionally, Election Workers will receive more training on the steps required to check in a CVR voter with the PollPad. Election Workers will also spend more time during training practicing CVR check-in with hands-on training. (For more detail, see Item 3. Evaluating the training required of Election Workers to ensure it is adequate and include feedback from Election Workers.)

7. Modify the Sample Ballot to make it easier for voters to bring a scannable Voter ID Code to the Vote Center.

A Sample Ballot is mailed to every registered voter in the County before Election Day. Included on the back cover of the Sample Ballot is the voter's unique Voter ID Code (barcode). The Voter ID Code is currently placed on the top half of the back cover, which is the detachable Application to Vote by Mail (VBM). Once a voter applies to receive a VBM ballot, the Voter ID Code is no longer available on the Sample Ballot, which is not ideal if the voter then chooses to vote at a Vote Center.

The back cover of the Sample Ballot will be modified to include the Voter ID Code in a second location and labeled as "Quick Check-in Code". Ideally, this location will be detachable to allow the voter to bring the Quick Check-in Code with them to the Vote Center without having to bring the entire Sample Ballot booklet. Placement of a detachable Quick Check-in Code is subject to change as RR/CC works with the vendor. A sample back cover of a Sample Ballot booklet containing the Quick Check-in Code could look like this:

Figure 1. Sample Ballot with Quick Check-in Code



As part of the voter outreach campaign, voters will be encouraged to bring the Sample Ballot or the detachable portion containing the Quick Check-in Code with them to the Vote Center.

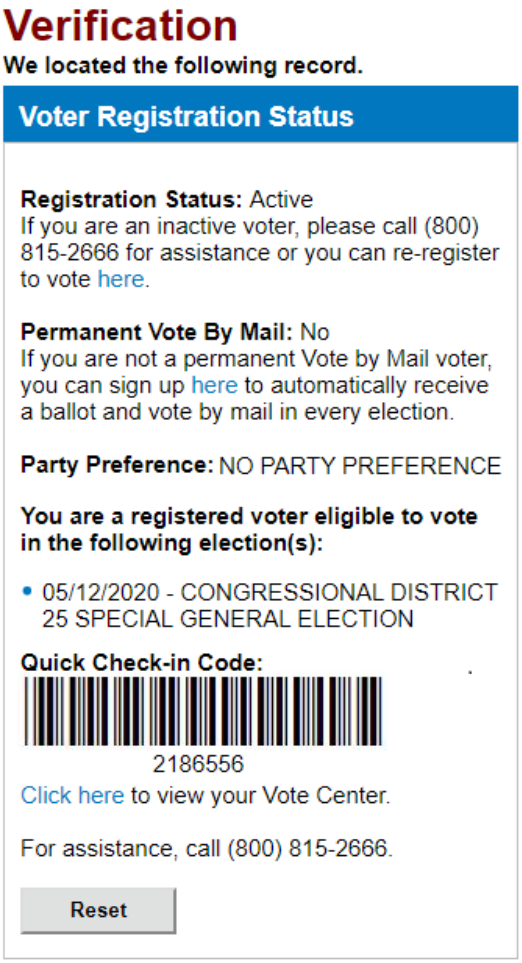
8. Modify the Voter Registration Lookup Application to allow voters to obtain their Quick Check-in Code on a smartphone while waiting in line to vote or before visiting the Vote Center.

Currently RR/CC has a Voter Registration Lookup tool that allows registered voters to look up their current voter registration status. The tool requires the voter to input their name, birthdate, house number and zip code. Once a voter record is found, the tool returns the voter's information including voter registration status, political party and Permanent Vote by Mail (PVBM) registration status.

RR/CC will determine how to include the Quick Check-in Code as part of the information available in the Voter Registration Lookup tool. Voters in line at a Vote Center, who do not have a Sample Ballot with them, would be able to access the Voter Registration Lookup tool on a smartphone and obtain their Quick Check-in Code. At check-in, the Election Worker would use the PollPad to scan the Quick Check-in Code from the smartphone, and quickly retrieve the correct voter record.

A mock-up of the potential output from the Voter Registration Lookup tool is shown below. Explicit instructions will be affiliated with the lookup tool to describe the benefits of the barcode. The Voter ID Code is shown as the Quick Check-in Code in the mockup.

Figure 2. Voter Registration Lookup Tool Output



9. Work with partners to implement a solution to track wait times at Vote Centers and communicate them to voters, giving voters the ability to choose Vote Center locations based on wait times.

RR/CC will work with the California Institute of Technology (CalTech) and other third parties to develop feasible options for providing wait-time tracking. RR/CC will incorporate findings from the CalTech report on ePulse data, which included findings related to March 2020 Election wait times[1]. As recommended in the report, RR/CC also will increase the Election Worker training to include procedures for collecting wait time data and to strengthen the collection of wait time tracking data at Vote Centers.

[1] Report Citation: R. Michael Alvarez, Daniel Guth, Claudia Kann, and Seo-young Silvia Kim (2020). Los Angeles County ePulse Data Analysis Preliminary Report Super Tuesday, March 2020. California Institute of Technology.

Resources and Implementation Plan

The table below includes resources required and a high-level implementation plan for the solutions/remedies included in this section.

Table 1. Board Motion Item 1 Resources and Implementation Plan

Solution	Resources Required	Implementation Plan
1. KNOWiNK to modify the ePulse and PollPad software to increase performance related to synchronization and latency experienced in the March 2020 Election.	▪ **Staff:** Time from existing staff required to work with KNOWiNK as needed ▪ **Equipment/Tools:** Testing existing PollPads ▪ **Budget:** To be considered in the Department's operational budget	▪ April 2020: Begin development/modifications ▪ June 2020: Complete User Acceptance Testing (UAT) ▪ July/August 2020: State Certification ▪ September 2020: Ready for production
2. A minimum of 5 PollPads will be deployed to Vote Centers along with the appropriate associated number of BMDs to accommodate expected voter turnout with acceptable wait times.	▪ **Staff:** Technical staff may be needed to make modifications to existing Vote Center diagrams to add more check-in stations for existing sites. Technical staff are hired as Election Worker IIs. ▪ **Equipment/Tools:** May require additional PollPads. This will be determined conducting throughput analysis and planning for BMD allocations to Vote Centers. ▪ **Budget:** Additional budget may be required to fund PollPad purchases if required (TBD).	▪ July/August 2020: Modifications to existing Vote Center diagrams
3. Deployed PollPads will be connected every morning	▪ **Staff:** No new staff ▪ **Equipment/Tools:** None ▪ **Budget:** None	▪ Modifications to training will follow the normal pre-election training update cycle
4. Define maximum PollPad allocation by network capacity.	▪ **Staff:** No new staff ▪ **Equipment/Tools:** None ▪ **Budget:** None	▪ Network assessment already planned for the November election

Solution	Resources Required	Implementation Plan
5. KNOWiNK to fix search functionality to retrieve reliable results	▪ **Staff:** Development: KNOWiNK staff; Testing: Existing RR/CC IT Staff to coordinate functional tests. ▪ **Equipment/Tools:** None ▪ **Budget:** To be considered in the Department's operational budget	▪ See Implementation Plan for Solution #1.
6. Improve CVR processing through application modifications and additional training.	▪ **Staff:** Development: KNOWiNK staff; Testing: Existing RR/CC IT Staff to coordinate functional tests; Training: No new staff ▪ **Equipment/Tools:** None ▪ **Budget:** To be considered in the Department's operational budget	▪ See Implementation Plan for Solution #1. ▪ Modifications to training would follow the normal pre-election training update cycle
7. Modify the Sample Ballot to make it easier for voters to bring a scannable Quick Check-in Code to the Vote Center.	▪ **Staff:** Will use Graphic Designer on existing staff. ▪ **Equipment/Tools:** None ▪ **Budget:** To be considered in the Department's operational budget	▪ Modifications to the Sample Ballot would occur on the regular pre-election schedule. ▪ June 2020: Begin working with the vendor on the feasibility to print the Quick Check-in Code onto the back cover ▪ June/July 2020: Determine action plan if feasible (including associated costs, timelines, data, quality control, etc.) ▪ July/August 2020: Begin designing modified covers to include the Quick Check-in Code July/August 2020: QC and test with vendor ▪ August 2020: provide vendor with final Sample Ballot design, covers and pages

Solution	Resources Required	Implementation Plan
8. Modify the Voter Registration Lookup Application to allow voters to obtain their Quick Check-in Code on a smartphone while waiting in line to vote or before visiting the Vote Center.	▪ **Staff:** Existing development staff will be used ▪ **Equipment/Tools:** None ▪ **Budget:** To be considered in the Department's operational budget	▪ April 2020: Design new quick check-in functionality on the Voter Registration Status tool ▪ May 2020: Begin infrastructure development/ modifications ▪ June 2020: Complete User Acceptance Testing and functionality is ready for production ▪ July 2020: Incorporate functionality into training plans ▪ August 2020: Begin creating informational/ educational resources for the public ▪ September 2020: Distribute information to the public on a continuous and recurring basis through media campaign messaging, website, social media, email marketing, etc.
9. Work with partners to implement a solution to track wait times at Vote Centers and communicate them to voters, giving voters the ability to choose Vote Center locations based on wait times.	▪ **Staff:** No new staff ▪ **Equipment/Tools:** None ▪ **Budget:** Development or procurement funds may be needed as this solution is explored and implemented	▪ May 2020: Evaluate solutions and approaches with vendor. ▪ June/July 2020: Determine any solutions to be implemented for November 2020 election ▪ August/September: Undertake implementation tasks and develop procedures (testing) ▪ September/October: Incorporate procedures into Election Worker training; deliver training

Item 2. Ensuring appropriate staffing is maintained at each Vote Center, including staff who speak languages of the community they serve, and enough staff to respond and fix technical challenges that arise at Vote Center locations

Key findings:

- Minimal number of Vote Centers reported lack of multilingual Election Workers at their location.
- Lack of an effective data warehouse affected recruitment and tracking of Election Workers.
- Delay in generation and mailing of appointment letters resulted in no-shows at Vote Centers.
- Delay in finalizing the number of Vote Centers and Vote Center sizes resulted in understaffed/overstaffed Vote Centers.
- Vote Center Lead recruitment challenges resulted in Lead vacancies close to the beginning of the voting period.
- Reservist recruitment challenges and Lead vacancies depleted Reservist pool on Election Day.
- The shared pool of IT support staff was insufficient to handle the compressed Vote Center deployment schedule.
- Higher than anticipated attrition rates for Vote Center IT Support Teams

Solutions/Remedies for Election Worker Staffing

1. Ensure appropriate multilingual staff who speak the languages of the community they serve.

To ensure appropriate multilingual staff is maintained at Vote Centers, an assessment of the current methodology for assigning multilingual workers will be completed to identify process improvements. The primary focus for the assessment will be on staffing allocations and worker schedules. Additionally, to address the issue related to no-shows, feedback will be gathered from workers to identify the root cause for them not following through with their commitment. RR/CC also will consider the use of a bilingual stipend.

Streamlining the program will decrease vacancies and will assist in maintaining appropriate multilingual staffing levels at Vote Center locations.

To accomplish this, RR/CC will work in coordination with community stakeholders, such as the County's Language Accessibility Advisory Committee (LAAC).

2. Include capability to generate appointment letters via new Election Worker Management System.

In addition to the tracking and assigning requirements needed for the Election Worker Management system (PollChief), generation of appointment letters via the system is essential.

The system must be capable of producing letters containing Vote Center location information and schedule of assignment. This information is critical to properly inform Election Workers of their reporting location and schedule.

The system must be able to track when changes are made to a worker's assignment and generate a new letter providing the worker with the updated information.

The customization required for appointment-letter generation will be combined with other customizations as it will require the same subject matter experts for completion. Additional funding will be needed to cover the customization work required.

3. Streamline Vote Center Lead Program with a focus on time commitment and recruitment process for temporary staff.

To ensure Vote Center Lead recruitment reaches 100% and volunteers follow through with their commitments, an assessment of the Vote Center Lead program will be completed to identify process improvements in preparation for the November 2020 Election. The primary focus of the assessment will be on time commitment and program requirements.

Considerations for the 11-day voting period will include the following:

- Begin recruitment early within the election cycle
- Reduce number of consecutive service days
- Establish date to begin recruiting temporary employees
- Set target dates for onboarding temporary employees

Considerations for the 4-day voting period will include the following:

- Begin recruitment early within the election cycle
- Clearly explain requirements on all outreach materials
- Re-assess time commitment for this position

Streamlining the program will decrease vacancies and will assist in maintaining adequate staffing within the Reservist pool. Additionally, it will decrease worker fatigue, which was experienced during the March 2020 Election.

To accomplish this task, brainstorming meetings will be held between management staff and subject-matter experts from operations and Human Resources to complete assessments and prepare an implementation plan.

4. Streamline Reservist Program with a focus on time commitment and recruitment process.

To ensure an adequate pool of Reservists is maintained throughout the voting period, an assessment of the Reservist Program will be completed to identify process improvements in preparation for the November 2020 Election. The assessment will focus on time commitment and program requirements. Considerations will include the following:

- Establish overall recruitment goal
- Restructure time commitment parameters
- Determine distribution of Reservists based on critical timeframes within the voting period
- Re-visit requirements to increase pool

The process improvements implemented as part of this assessment coupled with the improvements to the Vote Center Lead Program will alleviate Reservist shortages throughout the voting period, most importantly on Election Day.

To accomplish this task, brainstorming meetings will be held between management staff and subject-matter experts from operations to complete assessments and prepare an implementation plan. If it is determined that the Reservist pool needs to be increased, additional funding will be needed.

Solutions/Remedies for IT Staffing

5. Assign Dedicated Field Support Technicians to Vote Centers during the voting period to ensure adequate technical support.

During the voting period, Field Support Technicians will be assigned to Vote Center locations for direct support, rather than being dispatched as needed. The ratio of FSTs to Vote Centers will be determined based on available funding. In the assigned Vote Centers, the FST will be responsible for:

- Supporting the Vote Center Lead and Election Workers in opening the Vote Center on the first day of voting by ensuring equipment is set up and functioning properly. This includes all VSAP-related equipment: BMDs, PollPads, mobile phones assigned to Leads, Cradlepoint routers (through coordination with AT&T).
- Troubleshooting issues with Vote Center equipment during the voting period.
- Coordinating with IT Help Desk on any equipment replacements needed.
- Contacting and interfacing with the IT Help Desk and the Level 2 Help Desk as needed.

Supporting the Vote Center Lead and Election Workers with any equipment-related issues associated with closing Vote Centers. The Vote Centers assigned to an FST will be close enough geographically to allow for short travel time between locations. When assigning Vote Centers, the sizes of the Vote Centers in terms of the number of BMDs and PollPads will be considered to appropriately manage workload.

Solutions/Remedies Referenced Elsewhere in this Report

In addition, the following Solutions/Remedies referenced elsewhere in this Report will contribute to improvements in Election Worker and IT staffing at Vote Centers, as described below:

- ***See Item 8. An assessment of the set up at Vote Centers, deployment of resources and availability of staff at the Vote Centers, Solution 2. Implement a system for Vote Center and Election Worker management.***

  Tracking of Election Worker assignments is essential to ensure successful Election Worker administration; therefore, RR/CC has initiated important enhancements to and developed an implementation plan for PollChief. The system will support the assignment of Election Workers for multiple days and for different positions and will produce customized reports for tracking purposes. Additionally, PollChief will associate Vote Centers with service areas for proper assignment of workers. Implementation of this data warehouse will assist in tracking and visually identifying vacancies to ensure the Department recruits the staffing levels set forth in recruitment goals

To accomplish this task, dedicated staff from the Information Technology Bureau, Pollworker Services Section, and the system vendor, Konnech, will be required to meet regularly to conduct real-time review and on-demand customization of PollChief. Additional subject matter experts will be required to ensure the system integrates with other departmental systems such as the PollPads, Cherwell and DIMS.

- ***See Item 8. An assessment of the set up at Vote Centers, deployment of resources and availability of staff at the Vote Centers, Solution 3. Establish final number of Vote Center locations by e-85 and complete Vote Center recruitment by e-55.***

Establishing final number of Vote Center locations by e-85 and completing Vote Center recruitment by e-55 will provide clarity around actual Vote Center size, location and duration. Changes to Vote Centers after agreements have been made must be minimized, barring unforeseen circumstances. These two milestones will ensure a clear set of goals for the Vote Center equipment allocation and staffing.

Resources and Implementation Plan

The table below includes resources required and a high-level implementation plan for the solutions/remedies included in this section.

Table 2. Board Motion Item 2 Resources and Implementation Plan

Solution	Resources Required	Implementation Plan
1. Ensure appropriate multilingual staff is maintained at the Vote Center locations that speak the languages of the community they serve.	▪ **Staff:** No new staff ▪ **Equipment/Tools:** None ▪ **Budget:** Funding will be required for a bilingual stipend if that is implemented.	▪ May 2020 – Gather feedback from workers who did not show up ▪ June 2020 – Conduct brainstorming meetings ▪ July 2020 – Establish staffing allocations and develop schedules ▪ July/August 2020 – Begin recruitment ▪ October 2020 – Complete recruitment
2. Include capability to generate appointment letters via new Election Worker Management system	▪ **Staff:** No new staff ▪ **Equipment/Tools:** None ▪ **Budget:** Additional funding will be needed for customization	▪ May 2020 – Meet with vendor to discuss scope and requirements ▪ May/June 2020 – Begin customization ▪ July/August 2020 – Implement system ▪ August 2020 – Generate test files ▪ September 2020 – Begin generating production files
3. Streamline Vote Center Lead Program with a focus on time commitment and recruitment process for temporary staff.	▪ **Staff:** No new staff ▪ **Equipment/Tools:** None ▪ **Budget:** To be considered in the Department's operational budget	▪ May/June 2020 – Complete program assessment ▪ June 2020 – Identify process improvements ▪ July 2020 – Develop recruitment plan ▪ July 2020 – Begin recruitment ▪ August 2020 – Complete recruitment
4. Streamline Reservist Program with a focus on time commitment and recruitment process.	▪ **Staff:** No new staff ▪ **Equipment/Tools:** None ▪ **Budget:** Additional funding will be required if Reservist pool is increased. Cost is dependent on number of positions added/days of service.	▪ May/June 2020 – Complete program assessment ▪ June 2020 – Identify process improvements ▪ July 2020 – Develop recruitment plan ▪ July 2020 – Begin recruitment ▪ August 2020 – Complete recruitment

Solution	Resources Required	Implementation Plan
5. Assign Field Support Technicians to Vote Centers during the voting period to ensure adequate technical support	▪ **Staff:** 500-1,000 potential contract staff assigned to 1,000 Vote Centers. ▪ **Equipment/Tools:** None ▪ **Budget:** For 1 FST to 1 Vote Center, estimated contract staff cost: $3,652,000 For 1 FST to 2 Vote Centers, estimated contract staff cost: $1,827,000	▪ May/June 2020 – Identify the firm number of Vote Centers ▪ July 2020 – Finalize requirements with staffing vendors ▪ August 2020 – Finalize the firm number of staffing with multiple vendors ▪ October 2020 – Finalize training for designated FSTs.

Item 3. Evaluating the training required of Election Workers to ensure it is adequate and includes feedback from Election Workers

Key findings:

- Election Workers resolved BMD errors they were trained to clear.
- Training content changed during the training period.
- Training materials were available on the PollPad, but many Election Workers were not aware of them.
- Rules related to CVR and changing voter information were not well understood by Election Workers.

Solutions/Remedies

1. Finalize procedures prior to the beginning of training.

Finalizing procedures prior to starting training will help ensure that Election Workers are trained on the same content. This should result in less variation in executing tasks in the Vote Centers, and greater ability for Leads to guide and support Election Workers in completion of tasks.

2. Include in Election Worker training an orientation to training materials and support documents on the PollPad.

Reinforce that Election Workers know where to find training materials on the PollPads and understand the appropriate time to review them during the voting period.

3. Based on survey results and other data, RR/CC will assess the length and duration of training required for the November election.

RR/CC will carefully examine the feedback from Election Workers and Leads gathered through the Election Worker Survey and Vote Center Leads Survey, feedback from voters, and other input as appropriate to understand areas where training is needed in more depth or where additional topics should be covered in training. Options for improving training include requiring Election Workers and Leads to complete a computer-based training (CBT) module prior to attending in-person training, and/or extending in-person training. Modifications to the training approach will focus on ensuring an adequate understanding of roles, procedures and equipment, and providing ample opportunity for hands-on practice.

Resources and Implementation Plan

The table below includes resources required and a high-level implementation plan for the solutions/remedies included in this section.

Table 3. Board Motion Item 3 Resources and Implementation Plan

Solution	Resources Required	Implementation Plan
1. Finalize procedures prior to the beginning of training.	▪ **Staff:** No new staff ▪ **Equipment/Tools:** None ▪ **Budget:** None	▪ E-120: Need 75% of procedures finalized to have information updated into the Training Handbooks, Train-the-Trainer and training PPTs. ▪ E-90: Online training complete for Election Workers to begin using. Training Handbooks need to be completed and sent to the Printshop/Print vendor. ▪ E-60: Training begins in the field.
2. Include in Election Worker training an orientation to training materials and support documents on the PollPad.	▪ **Staff:** No new staff ▪ **Equipment/Tools:** None ▪ **Budget:** To be considered in the Department's operational budget	▪ On the regular pre-election schedule for updating training materials, incorporate into the Election Worker training slide deck and PollPad Guide the information about how and where Election Workers will access all the training materials on the PollPad. ▪ E-120: Update PollPad procedures on orientation of training materials in the training manuals and slside decks on how to access training materials on PollPad. This will ensure participants receive hands-on training on PollPad. This includes, training manuals, handouts, job cards, scripts etc. ▪ E:30: Send all training to IT to upload on the PollPad. ▪ E:25: Confirm/test verification with IT that all training materials have been uploaded
3. Based on survey results and other data, RR/CC will assess the length and duration of training required for the November election.	▪ **Staff:** Possible need for more staff if training needs to be extended ▪ **Equipment/Tools:** None ▪ **Budget:** To be considered in the Department's operational budget	▪ September/October 2020: Communication to Election Workers regarding training classes, including pre-requisite online training. ▪ E: 170: Meet with Manager and subject matter experts to determine feasibility ▪ E-: 150: Make final decision to determine if we will be moving forward with plan ▪ E- 120: Meet with management to prepare plan and dates to incorporate implementation

Item 4. Determine what led to 17,000 voters not receiving their Vote by Mail ballots as scheduled

Key findings:

- The Election Calendar was compromised because of the late candidate filing period of the CD25 special vacancy election.
- Election Management System does not support district exclusions, which was required to accommodate the processing of CD25 separately.
- RR/CC IT resources were constrained and had competing priorities.
- The automated Quality Control process to validate the VBM voters list was not thoroughly tested before use.
- An overly aggressive Quality Control process filtered voters.
- Quality Control validation was executed late.

Solutions/Remedies

1. ***Enhance the EMS to provide the ability to exclude districts and ballot types in data extracts.***

RR/CC and the EMS vendor are assessing requirements to enable the exclusion of Districts and ballot types as a separate extraction in the EMS. RR/CC will define and discuss the requirements with the EMS vendor, and will determine the level of effort (resources, time, cost) to develop and thoroughly test before implementing in a live election. RR/CC will submit a Change Request proposal to either implement changes to the code or incorporate the requirements in the upcoming contract extension with the EMS vendor for future enhancement to the EMS functionality.

2. ***Implement Quality Control to validate the data extracts, providing assurances that all voters receive a VBM ballot as expected.***

Analyze potential QC scenarios that can be implemented to validate the data as well as improve the quality and effectiveness of custom scripts. Based on the analysis, select the appropriate solution(s) to implement, automating the QA validation process instead of manually completing the QA tasks, building the desired functionality into the EMS, and validating VBM data extract lists with the VBM vendor. The contract renewal with the EMS vendor should be modified to specify that the EMS provides a means for the County to test, identify risks, and validate proposals prior to implementation to ensure quality assurance. The four different potential QC proposals include:

- Comparing the daily extracted VBM files against the EMS VBM election records to determine if all the required data was extracted and sent to VBM vendor.
- Comparing the list of mailed VBM ballots (per the VBM vendor) against the EMS VBM election records to determine if all the required data was extracted, sent to the VBM vendor and mailed to voters.
- Using a QC script to compare the daily extracted VBM file against the EMS VBM election records to determine if all the required data was extracted.
- Ensuring that the EMS vendor and the VBM vendor build a QC validation process to confirm that the correct VBM records and quantity of records were extracted within their

systems. This would enable validation of extracted records through each of the processes, from the EMS to the VBM vendor mailing.

3. Thoroughly test custom-developed scripts, which are intended to automate tasks, prior to implementation.

To ensure the validity of RR/CC scripts and avoid unforeseen errors in the EMS, a change control and review process will be implemented. This will involve peer review of scripts and uptraining of staff to allow shared expertise, as well as consultation with and guidance from the EMS vendor, as needed.

4. Work with the EMS vendor and consultants to address database configuration issues.

Because the County has the largest voting population in the State, RR/CC has the largest database of voters. This large amount of data creates unique issues such as not being able to extract all of the more than 3 million voters in a single job. RR/CC will work with the EMS vendor and other external consultants (as needed) to identify and address issues with the EMS database that cause problems with transfers and extractions. This will be a high priority for resolution as the County considers mailing a ballot to all registered voters.

5. Normalize IT staff requirements including overhaul of VoteCal/EMS sync processes.

Work assigned to staff is bottlenecked because of resource availability on other prioritized issues. Currently, there is only one highly technical SQL analyst overtaxed with supporting all the issues and requests, especially the resolution of VoteCal/EMS sync issues (e.g., the process of syncing County's voter data with the Statewide database – VoteCal). This process, which should be automatic, is a recurring challenge and is time intensive, requiring coordination with the SOS and the County's EMS vendor to manually synchronize data.

A dedicated resource is required to manage and address issues related to synchronization. If voter records at the County do not sync or match VoteCal's database, problems can occur, such as voters not receiving Statewide publications via mail/email, voters not being credited for their vote history, voter records with the wrong information, etc. To prevent exclusion of voters, the VoteCal/EMS sync is required to be completed and is both time and resource intensive. Additional resources and training of existing staff to manage these tasks and responsibilities, especially during critical election periods, are required to more effectively manage current workload.

As a long-term goal, RR/CC will assess the operational needs, schedule and plan to replace the EMS system to ensure that the system meets functionality requirements, including the VoteCal/EMS sync. Additionally, efforts to address system performance issues, resource allocation and efficiencies in the interface between the local EMS and the VoteCal team at the SOS's office remain a priority.

6. Complete an analysis and seek legislative review to prevent shortened election schedules caused by special vacancy elections from impacting legal deadlines.

Conduct an analysis of special vacancy election timelines and their impact on compliance with all legal deadlines. The analysis should account for the time required for proper and extensive quality control processes. Based on the analysis, identify and propose recommendations for legislative review.

Resources and Implementation Plan

The table below includes resources required and a high-level implementation plan for the solutions/remedies included in this section.

Table 4. Board Motion Item 4 Resources and Implementation Plan

Solution	Resources Required	Implementation Plan
1. Enhance the EMS to provide the ability to exclude districts and ballot types in data extracts.	▪ **Staff:** Section Manager and Supervisor will work with lead analyst to define the criteria on what is to be modified to enable the exclusion of Districts and ballot types in the extracts from EMS. ▪ **Equipment/Tools:** The EMS vendor will review and determine the code changes that will need to be implemented. ▪ **Budget:** Change order will be drafted and submitted to the EMS vendor to determine the scope of work for the change to be implemented before the November 2020 General Election.	▪ **May 1-8, 2020**: Conduct an analysis of the code changes required. RR/CC will work with the EMS vendor to test specific requirements prior to implementation to ensure that the required extracts are properly processed and validated before the upcoming Election. This validation is required to ensure that the EMS generates the extraction results required for the specified criteria. ▪ **May 11, 2020**: Submit a Change Order to the EMS vendor to conduct Technical and Cost analysis to implement this change into the EMS.
2. Implement Quality Control to validate the data extracts, providing assurances that all voters receive a VBM ballot as expected.	▪ **Staff:** Assign staff to specifically conduct QA/QC on all extractions and script validations from EMS. Section Manager and Supervisor will work with lead analyst to define the criteria on how the EMS could perform inline QA, as well as train additional staff to conduct QA/QC procedures. Additional Development team to create QA processes would require Principal, Sr and Assistant Developer resources over 6 months. The EMS vendor will review the scripts and queries developed by RR/CC. ▪ **Equipment/Tools:** Provide QA/QC knowledge training to staff to ensure the validation of the script and extract. The EMS vendor will review and determine the code changes that will need to be implemented. The VBM vendor will	▪ **April 2020:** RR/CC implements QA process with the VBM vendor near end of extraction period for the ongoing elections. ▪ **May2020**: RR/CC will work with the EMS vendor to specify EMS-based QA processes. ▪ **June 2020:** RR/CC IT staff explore development of automated QC process based on using the EMS extracts. IT Staff will be trained in building QA processes. ▪ **July - August 2020**: RR/CC and the EMS vendor will conduct User Acceptance Testing (UAT). RR/CC will review, perform UAT/QA and test the necessary code changes prior to approval for implementation. Code changes will be tested and validated through each step of the extraction process to ensure that data is processed and validated according to the extract logic requirements.

Solution	Resources Required	Implementation Plan
	review requirements to determine report changes. ▪ **Budget:** See Solution #5 below. Apart from the Department's existing database administrator, the additional resources as sought in Solution #5 will be assigned to implement QC and validation of data extracts. EMS vendor costs will be identified during the change order process.	
3. Thoroughly test custom-developed scripts, which are intended to automate tasks, prior to implementation.	• **Staff:** Section Manager and Supervisor will identify staff to cross train/uptrain to implement a comprehensive review process. The EMS vendor will review custom and ad hoc scripts. ▪ **Equipment/Tools:** The EMS vendor will collaborate with RR/CC to manage the implementation of scripts and address issues, as required. ▪ **Budget:** EMS vendor costs will be identified during the change order process.	▪ **June 2020:** RR/CC will discuss resource training and implementation plan to uptrain and transfer knowledge for script development and comprehensive validation of scripts and extracts before any code changes are implemented to the System.
4. Work with EMS vendor and consultants to address database issues.	▪ **Staff:** Section Manager and Supervisor will work with lead analyst and database administrator to define and test the scripts through extensive data collection processes and compare the output differences between the scripts versus the EMS version of the extracted data. The EMS vendor will assist in the new server configuration requirements and installation procedures. ▪ **Equipment/Tools:** The EMS vendor will work with RR/CC to address issues and implement requirements needed to ensure the extraction of data according	▪ **May 2020:** RR/CC works with the EMS vendor to upgrade its primary server. ▪ **June 2020:** RR/CC and EMS vendor perform analysis and repetitive testing to isolate issues. ▪ **July 2020:** EMS vendor addresses any issues in the EMS application. RR/CC and EMS vendor will conduct UAT. RR/CC will review, perform UAT/QA and test the necessary code changes prior to approval for implementation. Code changes will be tested and validated.

Solution	Resources Required	Implementation Plan
	to data logic standards. Microsoft consultants will also be tasked to analyze the system issues. ▪ **Budget:** EMS vendor costs will be identified during the change order process.	
5. Normalize IT Staff requirements, including overhaul of VoteCal/EMS sync processes	▪ **Staff:** Two new full-time positions are required – Information Systems Analyst I and Application Developer I – to add additional quality controls in voter registration database maintenance. Section Manager and Supervisor will identify staff to cross train/uptrain to support voter systems tasks, address technical issues and ad hoc requests that occur within the department, and especially assist with resolving VoteCal/EMS issues, including syncing voter data. Work closely with the EMS vendor, State, and RR/CC's technical services team to facilitate testing and ensure system functionality **Equipment/Tools:** RR/CC to work with Procurement Section to identify the specific training tools and equipment required to uptrain Voter Systems Unit staff. ▪ **Budget:** Training Course outline and Equipment purchases will be determined under Departmental budget. Two new full-time positions: – Application Developer 1: $141,000 – Information Systems Analyst I: $139,000	▪ **May 11-22, 2020**: Provide SQL Training and Knowledge transfer to staff within the Voter Systems Unit. RR/CC will provide SQL and query development training to the Voter Systems Unit to ensure staff have the knowledge required to properly extract and QA specific data from the EMS, as well as collaborate with the EMS vendor and State to address/resolve issues of concerns. ▪ **May – August 2020:** Recruit, select and onboard two new full-time positions to add capacity and add additional quality controls in voter registration database maintenance. The two additional positions sought are: App Dev I & Information Systems Analyst I**.** ▪ **Long Term Goal:** There is an effort underway by RR/CC to replace the County's aging EMS (DIMSnet). The current timeline for a new EMS is to release the solicitation before end of 2020 and complete the development in 2021. The new EMS will then be deployed in time for the 2022 Gubernatorial Election. RR/CC expects the new EMS vendor will work with the SOS to address current limitations, such as the lack of automatic synchronization. The ability to address all limitations, however, will depend (in part) on VoteCal changes by the SOS.
6. Complete an analysis and seek legislative review to prevent shortened election schedules	▪ **Staff:** RR/CC's Legislative staff to complete an analysis and seek legislative review.	▪ **May - June 2020:** IT staff will collaborate with RR/CC's Legislative staff to conduct an analysis of special vacancy election timelines and their impact

Solution	Resources Required	Implementation Plan
caused by special vacancy elections from impacting legal deadlines.	▪ **Equipment/Tools:** Collaborate with RR/CC staff and executives to prepare and submit legislative review proposal to legislative representatives for consideration. ▪ **Budget:** To be considered in the Department's operational budget	to RR/CC being compliant with all legal deadlines. The analysis will account for the time required for proper and extensive quality control processes. Based on the analysis, team will identify and propose recommendations for legislative review.

Item 5. Determine how 3 cities and other smaller precincts were not included for Measure FD

Key findings:

- Current boundaries of the Los Angeles County Fire District were not validated.
- RR/CC's standard Quality Control (QC) process to review ordinances was deficient.

Solutions/Remedies

1. Require Special Districts to provide map and data files along with ordinances/resolutionsfor late submissions.

Require special districts that miss the 180-day adjusted map deadline to submit, along with their ordinances or resolutions, a map and companion data files, regardless of recent or past boundary changes. This is to ensure that RR/CC can review and validate the proper administration of that contest and the accuracy of district lines.

2. Execute verbal and written validation of details and communicate submission deadlines.

Execute verbal and written validation of special details or parameters with (potentially) participating jurisdictions, whether RR/CC is already aware or becomes aware through timely communications. Emphasize and enforce the date by which election consolidations must be finalized.

Remind jurisdictions through a mass communication about the 180-day and 88-day legal deadlines and encourage earlier start times (i.e., 6 to 8 months prior to the date of the election or about 3 to 5 months prior to the consolidation deadline) to allow for adequate preparation, identification and remedy of potential issues.

RR/CC should advise that, whenever possible, drafts of ordinances or resolutions be ready at e-160 and submitted to the Board of Supervisors by e-130 for agenda placement by e-100.

3. Cross-train staff in RR/CC quality control processes.

Cross-train supervisors and clerical staff as an added quality assurance check. Implement additional levels of review to avoid issues when there is a personnel gap.

Implement a "reading circle" to review ordinances and other documents to ensure jurisdictional compliance and clarity. Include staff from other Units. The "reading circle" is currently used in other RR/CC operations such as the creation of training material.

4. Create an online guide with a checklist of key tasks and milestones.

Create an online guide intended for external stakeholders with milestone checklists (modeled after RR/CC guide for County initiatives) that emphasize adherence to both legal and recommended timelines.

5. Structure and streamline the intake process.

RR/CC will take steps to explore adding more structure to or streamlining the intake process, such as developing an intake form, tracking submissions, triaging problems, prioritizing responses/solutions, and documenting outcomes/final status per jurisdiction and sub-jurisdiction type (e.g., municipality, district, agency, authority).

6. Verify boundaries before every election.

Before every election, verify that boundaries for jurisdictions have not been modified since the previous election. This process verifies whether boundaries were inadvertently changed. Additionally, to verify that boundaries in the GIS dataset are confirmed with the District, RR/CC must enforce the existing process of requiring jurisdictions to provide a map, and preferably a GIS shapefile, of their current boundaries. If this data is provided timely, the GIS Section would be able to make any necessary corrections to the boundaries of a jurisdiction.

Resources and Implementation Plan

The table below includes resources required and a high-level implementation plan for the solutions/remedies included in this section.

Table 5. Board Motion Item 5 Resources and Implementation Plan

Solution	Resources Required	Implementation Plan
1. Require Special Districts to provide map and data files along with ordinances/resolutions for late submissions.	▪ **Staff:** No new staff ▪ **Equipment/Tools:** None ▪ **Budget:** To be considered in the Department's operational budget	▪ April-May 2020: Send reminders to all Special Districts of the deadline to submit an adjusted map of their boundaries ▪ June 2020: Should a Special District miss the deadline, require annual submission of a map and companion data files, along with their ordinances or resolutions in order for proper processing
2. Execute verbal and written validation of details and communicate submission deadlines.	▪ **Staff:** No new staff ▪ **Equipment/Tools:** None ▪ **Budget:** To be considered in the Department's operational budget	▪ April-May 2020: Send annual reminders to potentially participating jurisdictions of milestone due dates should they be interested in placing a contest on the ballot for the November 2020 General Election
3. Cross-train staff in RR/CC quality control processes.	▪ **Staff:** No new staff ▪ **Equipment/Tools:** None ▪ **Budget:** To be considered in the Department's operational budget	▪ June 2020: Meet with Training Section to learn effectiveness, implementation, and customization of reading circle ▪ July 2020: Determine number of participants, sources and samples of information, cross check procedures, practice sessions ▪ August 2020: Validate and share special details that may impact other Election operations, including Admin and Info Tech, and execute reading circle
4. Create an online guide with a checklist of key tasks and milestones.	▪ **Staff:** No new staff ▪ **Equipment/Tools:** None ▪ **Budget:** To be considered in the Department's operational budget	▪ May 2020: Meet to identify content such as key events, legal requirements, critical tasks, consolidation timeline, and important reminders ▪ June 2020: Produce/distribute 1st draft of online guide, review, edit, re-distribute ▪ July 2020: Publish online, receive feedback from jurisdictions

Solution	Resources Required	Implementation Plan
5. Structure and streamline the intake process.	▪ **Staff:** No new staff ▪ **Equipment/Tools:** None ▪ **Budget:** To be considered in the Department's operational budget	▪ April 2020: Issue mass email blast with preliminary survey/intake form of election details such as number of offices and measures, terms of office, method of election (at large or by district), special vacancies, and jurisdiction contact information ▪ May 2020: Review submissions, identify special details, confirm with jurisdictions, alert division management, discuss/coordinate with other operations, and resolve potential issues (missed deadlines) ▪ June 2020: Continue ongoing process (through August 7) of reviewing submissions, identifying special details, confirming with jurisdictions, alerting division management, discussing/coordinating with other operations, and resolving potential issues (missed deadlines)
6. Verify boundaries before every election.	▪ **Staff:** No new staff ▪ **Equipment/Tools:** None ▪ **Budget:** To be considered in the Department's operational budget	▪ May 2020: Require jurisdictions to submit a PDF map (shapefile if possible) to the GIS Section; compare jurisdiction boundaries, provide feedback ▪ June 2020: Finalize corrections to precincts ▪ July 2020: Post changes to precincts in the Election Management System and provide maps to Districts for verification.

Item 6. Discrepancies between official publications of Vote Center locations and actual/final Vote Center locations

Key findings:

- Some Vote Centers did not open as scheduled.
- Posters redirecting voters to alternate locations were erroneously mailed to some Vote Centers.

Solutions/Remedies

1. Continue encouraging the public to use the online Vote Center Locator Tool.

Leading up to and during the voting period, the Vote Center Locator Tool should be voters' primary source for Vote Center location information. This tool provides the most up-to-date information available. In printed communications, continue to encourage voters to use this resource prior to visiting a Vote Center.

Solutions/Remedies Referenced Elsewhere in this Report

In addition, the following Solutions/Remedies referenced elsewhere in this Report will contribute to improvements in communications to voters regarding Vote Centers, as described below:

- ***See Item 8. An assessment of the set up at Vote Centers, deployment of resources and availability of staff at the Vote Centers, Solution 2. Implement a data warehouse for Vote Center and Election Worker management.***

  A more robust solution to manage the Vote Center recruitment process will help ensure that "former polling place" posters are distributed accurately with a single, centralized system with a clear data governance structure and built in quality controls. The data needed for publication across all platforms can be extracted at specified points, ensuring accuracy and uniformity between publications and systems consuming the data.

- ***See Item 8. An assessment of the set up at Vote Centers, deployment of resources and availability of staff at the Vote Centers, Solution 3. Establish final number of Vote Center locations by e-85 and complete Vote Center recruitment by e-55.***

  Following this deadline will help ensure recruitment is complete, or nearly so, with sufficient time to perform quality control checks on location data and to finalize printed communications to the public ahead of the voting period/Election Day.

Resources and Implementation Plan

The table below includes resources required and a high-level implementation plan for the solutions/remedies included in this section.

Table 6. Board Motion Item 6 Resources and Implementation Plan

Solution	Resources Required	Implementation Plan
1. Continue encouraging the public to use the online Vote Center Locator Tool.	▪ **Staff:** No new staff ▪ **Equipment/Tools:** None ▪ **Budget:** To be considered in department operational budget	▪ E-85: Vote Center recruitment complete, sites shared with IT Developers ▪ E-54: GIS begins geolocating the Vote Centers ▪ E-52: GIS completes geolocating the Vote Centers ▪ E-51: IT Developers update locator to User Acceptance Testing (UAT) environment ▪ E-50: IT begins location QC ▪ E-43: IT completes QC, sends the UAT link to Vote Center team to do final QC ▪ E-38: Vote Center team completes final QC ▪ E-37: IT Developers publish the Vote Center Tool from UAT to production and sends link to Media ▪ E-36: Media begins updating pages in test environment ▪ E-34: Media completes updating test environment pages ▪ E-30: Media requests pages to be published to live site ▪ E-29: Vote Center Tool available/accessible on LAVote.net

Item 7. Problems with the 'hotline' used for voters and Election Workers to report problems to ensure adequate staffing, including callers being disconnected because of high call volumes

Key findings:

- Actual Election Day call volume for the IT Help Desk was close to estimates. Actual call durations were as expected. Actual call abandonment rates were higher than estimates.
- IT Help Desk had an insufficient number of call takers to adequately handle incoming calls.
- Technical calls taken in other groups were not always entered into the IT Help Desk system.
- Calls from Election Workers were dropped after a specified time because of caps on queue times.
- Pollworker Services Help Desk had a significantly high volume of calls with long wait times and a high percentage of abandoned calls.
- The Pollworker Services Help Desk had a limited number of operators to adequately handle the call volume because of an insufficient number of agent IDs/licenses issued to the Section.
- There were some reports of long wait times with the Voter Help Desk.
- Callers experienced longer-than-expected wait times because of extraordinary operational and technical issues.

Solutions/Remedies

1. Engage a third-party vendor to provide IT Help Desk Call Center assessment, telephone system assessment and implementation and logistical planning

Conduct an IT Call Center operations assessment using an experienced telecommunication company that can make recommendations related to RR/CC's election related requirements. The expectation is that a competent vendor can assess, create recommendations and assist with implementation and logistical planning.

The contract for the assessment should include:

- Assessment of the current Call Center operations, infrastructure, call tree and telephone systems
- Creation of recommendations for improvement, workflows, architecture, configurations and runbooks
- Assistance in the implementation of recommended solutions (such as cloud-based solutions for scalability)
- Logistical planning for the IT Help Desk Call Center solution
- Assessment of resources supporting IT Help Desk

2. Engage a third-party vendor to provide staffing and management services for IT Call Center operations

IT Call Center operations should be outsourced to an experienced telecommunication company that provides Help Desk/support services. Based on the assessment, the call scripts will be documented. The outsourcing approach will help with the capacity issues at RR/CC as well as reduces reliance on contract staffing. The contract for these services should include:

- Implementation of the solutions emerging from the outcome of the assessment as described in the solution above
- Training of vendor staffing on call scripts and Call Center solutions
- Management, staffing and support services for IT Help Desk
- Management and monitoring reports for the Help Desk operations

3. Migrate all Call Centers into one incident management system

The use of several different disparate incident management systems affected the efficient flow of information and inhibited timely response to Vote Centers.

All Call Centers and Help Desk teams need to operate on one incident management system to avoid issues experienced with incorrect logging, excessive hold times and call abandonment. RR/CC is currently working with an incident management software vendor to assist with consolidation of Help Desk systems.

4. Ensure adequate numbers of staff for all Help Desk lines (IT, Pollworker Services, Voters).

Estimate call volumes, talk times and other associated metrics for the November election, and estimate the number of operators and licenses required. The staffing model should be flexible to account for attrition where it may occur and still ensure adequate Help Desk staffing. The result of the third-party assessment should be taken into account and exploration of call-intake specialists to route all the calls to the appropriate call centers should be explored.

5. Conduct call volume analysis to determine staffing needs.

To determine expected call volume for the IT Help Desk and Pollworker Services Help Desk for November 2020 Election, a pre-election analysis will be completed.

The analysis will include estimated:

- Call volume
- Call duration
- Wait times
- Abandonment rate

The analysis will assist in identifying the number of operators needed to handle the call volume. Most importantly, it will decrease Election Worker wait times and abandonment rate.

To accomplish this task, management staff and subject matter experts from operations will collaborate with the RR/CC's data analytics team to complete analysis and determine expected call volumes and staffing needs.

5. Increase number of agent IDs for Pollworker Services Help Desk.

To ensure Pollworker Services Help Desk assigns an adequate number of operators to handle call volume, the number of agent IDs must be increased. Using a scalable system (like AWS Connect) will help RR/CC scale the Call Centers appropriately. This will allow additional operators in Pollworker Services to log-in to the phone system and answer calls received. The number of additional IDs will be determined once call volume analysis is completed.

Resources and Implementation Plan

The table below includes resources required and a high-level implementation plan for the solutions/remedies included in this section.

Table 7. Board Motion Item 7 Resources and Implementation Plan

Solution	Resources Required	Implementation Plan
1. Engage a third-party vendor to provide IT Help Desk Call Center assessment and logistical planning.	▪ **Staff:** None ▪ **Equipment/Tools:** AWS Connect and RR/CC may need space to collocate the Call Center agents should an assessment determine that the disparate IT Help Desk Tiers need to be consolidated. ▪ **Budget:** $200,000	▪ May 2020 – Finalize Call Center requirements and work to finalize the existing contracting vehicle to be used for the required services/software. ▪ July 2020 – Begin Call Center and telephone systems requirements analysis.
2. Engage a third-party vendor to provide IT Call Center staffing and management (outsourced) services.	▪ **Staff:** None ▪ **Equipment/Tools:** Potential cloud-based call-center solution (such as AWS Connect) ▪ **Budget:** $1,300,000	▪ May 2020 – Finalize the contracting vehicle to be used for the required services. ▪ July 2020– Based on the outcome of assessment (as part of the solution above), finalize the requirements for Help Desk (outsourced) services. ▪ September 2020 – All recommended operational documentation to be finalized and system/processes implemented
3. Migrate all Help Desks into one incident management system.	▪ **Staff:** None ▪ **Equipment/Tools:** Cherwell ▪ **Budget:** To be considered in Department's operational budget	▪ April 2020 – Begin analysis and requirements gathering of all Call Centers ▪ May 2020 – Begin implementation of Call Center migration ▪ September 2020 – All recommended changes to be finalized and documented and migration completed
4. Conduct call volume analysis to determine staffing needs.	▪ **Staff:** No new staff ▪ **Equipment/Tools:** None ▪ **Budget:** To be considered in Department's operational budget	▪ May 2020 – Meet with project team to discuss analysis ▪ June 2020 – Complete analysis ▪ June/July 2020 – Determine staffing needs

Solution	Resources Required	Implementation Plan
5. Increase number of agent IDs for Pollworker Services Help Desk.	▪ **Staff:** Additional staff may be required. Number will be determined once call volume analysis is completed. ▪ **Equipment/Tools:** Additional agent IDs are needed. ▪ **Budget:** TBD, as a result of third-party assessment.	▪ June 2020 – Meet with ISD to discuss need for additional agent IDs and determine cost. ▪ July 2020 – Submit formal request to ISD. ▪ July 2020 – Receive additional agent IDs from ISD

Item 8. An assessment of the set-up at Vote Centers, deployment of resources and availability of staff at the Vote Centers

Key findings:

- Deployment of some Vote Centers was not completed as scheduled, resulting in sites not being open to serve voters as communicated.
- RR/CC has inadequate staffing, experience and resources for deployment at this scale.
- On set-up day, some sites were not able to accommodate the planned number of BMDs.
- There are insufficient tools in place to manage Vote Center recruitment, placement and deployment.
- Account Manager team was created through short-term assignments of staff without relevant experience.
- Many public facilities initially declined to participate even though the Elections Code mandates their participation as a Vote Center. Some minimized room size or duration.
- Only 42% of private sites contacted to be a Vote Center agreed to serve as one.
- The timeframe for Vote Center deployment was compressed to reach agreements with Vote Centers but caused significant operational challenges.

Solutions/Remedies

1. Outsource Vote Center deployment.

All aspects of Vote Center deployment should be outsourced to a competent logistics company that can scale up to adequately meet the timeframe and capacity demands of the County. The expectation is that a competent vendor would be able to set up Vote Centers prior to the beginning of voting and breakdown all Vote Centers within approximately 3 days after Election Day. This should eliminate the use of PODS, reducing costs and risks for the County. The contract for outsourced deployment should include:

- Transportation of all equipment and supplies to and from Vote Centers
- Logistical planning, coordination, and schedule/route creation as it relates to deployment activities
- Set-up of Vote Centers, including all equipment (except for network connectivity)
- Breakdown of Vote Centers, including all equipment (except for network connectivity)
- SWAP truck operation to replace inoperable devices
- Truckyard coordination and provision of staff and vehicles required to sustain this operation

2. Implement a data warehouse for Vote Center and Election Worker management.

RR/CC will continue and complete customization of PollChief, which is a database that organizes communications and logistical details for Vote Centers and Election Workers. Once completed, the tool will:

- Support Vote Center Recruitment, Placement and Management:
  - Maintain a pool of potential Vote Centers with all the data from their assessments.
  - Support communication with potential Vote Centers during recruitment, including the creation of the facility use agreements and details specific to each site.
  - Link Vote Centers with service areas, and provide reporting to give real-time insight into the status of recruitment.
  - Track payments to facilities according to the agreements.
  - Include interfaces, as needed, for compatibility with other systems used by the Department such as the PollPads, Cherwell, Workforce, DIMS, or systems for other functions to ensure that all operations have live data as the situation changes rapidly.
  - Provide robust reporting capabilities.
- Support Election Worker Recruitment, Assignment and Communication: (For more detail, see Item 2. Ensuring appropriate staffing is maintained at each Vote Center location, including staff that speak languages of the community they serve, and enough staff to respond and fix technical challenges that arise at Vote Center locations.)

3. Establish final number of Vote Centers by e-85 and complete Vote Center recruitment by e-55.

Establishing final number of Vote Center locations by e-85 and completing Vote Center recruitment by e-55 will provide clarity around actual Vote Center size, location and duration. Completed recruitment includes a review of compliance with the VCA requirements, a thorough quality-control review of the data for completeness and accuracy, and a fully updated list prior to this deadline. To accomplish this, actual recruitment activities would need to end one week prior to this deadline to allow for the quality checks and any needed corrective actions. This time frame will allow staff and vendors to adequately plan for operational activities, including scheduling deployment, ensuring enough supplies, adequate staff, a suitable delivery capacity and sufficient staff training time.

4. Enlist support for public site compliance and private site recruiting.

To encourage public sites to comply with the legal requirement to serve as Vote Centers, a letter from the Board of Supervisors should be sent to all cities, school districts, County departments, etc. This letter should cite Elections Code Section 12283 and include a strong mandate to accommodate the request of the County Elections Official to use facilities as Vote Centers. It also must clearly state that the request for use includes days for storage, set-up and breakdown. Public buildings should not be allowed to decrease in number because that has a direct impact on the equitable placement of Vote Centers throughout the County.

RR/CC will seek support from Board Offices in identifying suitable Vote Center locations within their Districts, particularly sites that can accommodate larger numbers of BMDs and greater voter capacity.

5. Operationalize Account Manager Program.

The Account Manager team must be a pool of full-time staff dedicated to Vote Center recruitment, rather than short-term commitment staff borrowed from various sections at RR/CC. The Account Manager role should be a full-time, permanent assignment with appropriate program oversight established within RR/CC's organizational structure. Staff assigned as Account Managers must have strong verbal and written communication skills and must be knowledgeable in election operations. A lead Account Manager must have prior management experience to supervise a team of 20 Account Managers or more. There also must be equitable distribution of assignments among the Account Managers.

Account Manager training must include customer service, sales techniques, account management, and coverage of technology used in the role (e.g., Vote Center Management Tool, spreadsheets).

Resources and Implementation Plan

The table below includes resources required and a high-level implementation plan for the solutions/remedies included in this section.

Table 8. Board Motion Item 8 Resources and Implementation Plan

Solution	Resources Required	Implementation Plan
1. Outsource Vote Center deployment.	▪ **Staff:** Will use existing staff. ▪ **Equipment/Tools:** Technical toolkit supplies, County-issued cell phones, and licensing to RR/CC software (e.g. Workforce, Cherwell, Mobile Device Management (MDM) etc.) would be provided to the third-party vendor(s). Staffing, truckyard and vehicle acquisition would be at the expense of the vendor. ▪ **Budget:** RR/CC currently has existing contracts which could be utilized to expand services to include the scope of deployment activities described within this document. This would enable RR/CC to execute the necessary contracts by July 2020, providing ample time for knowledge transfer, logistics planning, and preparation for the Presidential election. The estimated cost to outsource these services is $13,950,000	▪ April 2020 – Meet with potential vendor(s) to discuss scope and requirements ▪ May 2020 – Obtain cost estimates based on scope ▪ June 2020 – Execute contract Amendments or Work Orders as needed ▪ July 2020 – Vendor to begin assessments and interviews ▪ September 2020 – Complete assessment, implementation and deployment complete for November 2020
2. Implement a data warehouse for Vote Center and Election Worker management.	▪ **Staff:** No new staff are needed for this task. Staff hours for existing staff will be needed to guide the customization efforts with the vendor. Potentially need development time with existing IT developers for integration with other systems used by RR/CC. ▪ **Equipment/Tools:** Customization funds and on-going financing for the PollChief service will be needed. Additional funds may be necessary for the development of integration processes to the other systems used by the department. ▪ **Budget:** Customization funds are yet to be determined until further discussions are held with the vendor.	▪ May 2020 - Meet with vendor to discuss scope and requirements ▪ May 2020 - Receive estimated costs and procure funds ▪ May/June 2020 - Begin customization ▪ July 2020 - Implement tool and import data ▪ August 10, 2020 - Complete recruitment using tool
3. Establish final number of Vote Center locations by e-85 and	▪ **Staff:** Additional Account Managers are needed beginning 9 months prior to the election and continuing for 30 days	▪ May 2020 - Begin service area analysis for November 2020 General Election

Solution	Resources Required	Implementation Plan
complete Vote Center recruitment by e-55	post-election. Account Managers are hired as Election Worker IIs. See Solution 5 below. ▪ **Equipment/Tools:** None ▪ **Budget:** See Solution 5 in this table	▪ May 2020 - Activate Account Manager Cell ▪ June 2020 - Begin field recruits for vacant service areas ▪ July 2020 - Resolve escalations for challenging sites ▪ July 2020 - Ensure compliance with VCA requirements ▪ August 2020 - Complete recruitment
4. Enlist support for public site compliance and private site recruiting.	▪ **Staff:** No new staff ▪ **Equipment/Tools:** None ▪ **Budget:** To be considered in the Department's operational budget	▪ May 2020 – Send a Letter of Request to all Vote Centers asking to accommodate RR/CC's intent of using their facility for the November 2020 General Election.
5. Operationalize Account Manager Program	▪ **Staff:** A Lead Account Manager is needed to liaise between the Account Managers, field representatives, and Board Offices. The Lead will be responsible for ensuring that the recruitment efforts are well coordinated and that challenging areas are escalated when necessary. The supervisor would also act as the primary escalation level during recruitment. ▪ The Vote Center recruitment team must include dedicated staff managers specifically selected for this assignment. They must be allocated for the whole duration, from securing the agreements to ensuring access to facilities for the deployment team and during the voting period. Account Managers are needed beginning 9 months prior to the election and continuing for 30 days post-election. ▪ **Equipment/Tools:** The Account Managers need a scheduling tool to lock in dates for equipment delivery, set-up, breakdown and equipment pick-up. The Account Managers must have access to information in real time especially the activities related to deployment such as estimated time of arrival of teams, schedule delays and facility contact persons.	▪ May 2020 – Create formalized organizational structure for Account Manager team. ▪ May 2020 – Create milestones and tracking mechanisms for use by Account Managers in Vote Center recruitment and placement ▪ May 2020 – Onboard and train team of Account Managers

Solution	Resources Required	Implementation Plan
	▪ **Budget:** To be considered in the Department's operational budget	

Item 9. Identify all of the technical issues, including IT/internet connectivity and inoperable voting machines

Key findings:

- Ballot Marking Devices accommodated voters who completed the check-in process.
- Reported issues with BMDs were primarily caused by a faulty printer gear.
- Ballot Activation QR Code errors were appropriately detected and flagged by the BMDs.
- Some BMD issues were left unresolved by Election Workers because there was ample BMD capacity for voters.
- In larger Vote Centers, some BMDs were not turned on every day of the voting period.

Solutions/Remedies

1. Complete BMD printer assembly replacements.

Work is already underway to replace the printer assemblies on all BMDs affected by the faulty printer gear. 29,000 of approximately 31,000 units have been inspected, with 3,523 repairs out of 14,346 completed.

2. Test remaining BMDs for printer gear issues.

All remaining BMDs will be examined and tested to ensure the printer gear is functioning properly. If any faulty printer gears are found, the printer assemblies will be replaced.

3. Train Election Workers to turn on all BMDs on Election Day.

Election Worker training will include clear instructions to turn on all BMDs on Election Day and to make all units available for voting.

Solutions/Remedies Referenced Elsewhere in this Report

In addition, the following Solutions/Remedies referenced elsewhere in this Report will contribute to improvements in this area:

- ***See Item 2, Ensuring appropriate staffing is maintained at each Vote Center location, Solution 5, Assign Field Support Technicians to Vote Centers during the voting period to ensure adequate technical support.***

  During the voting period, Field Support Technicians will be assigned to Vote Center locations for direct support, rather than being dispatched as needed. In the assigned Vote Centers, the FST will be responsible for troubleshooting issues with Vote Center equipment, including BMDs.

Resources and Implementation Plan

The table below includes resources required and a high-level implementation plan for the solutions/remedies included in this section.

Table 9. Board Motion Item 9 Resources and Implementation Plan

Solution	Resources Required	Implementation Plan
1. Complete BMD printer assembly replacements.	▪ **Staff:** Existing temporary staffing, which is to be released in June 2020 should be extended until August 2020. ▪ **Equipment/Tools:** None ▪ **Budget:** Vendor responsibility; no additional cost to County.	▪ The task of replacing BMD printer assembly will be performed by Smartmatic. ▪ The timeline for this task is as soon as all the BMDs are de-processed at VOC. ▪ It is anticipated that May – July timeframe is to be utilized to replace all the faulty printer assemblies.
2. Test remaining BMDs for printer gear issues.	▪ **Staff:** The existing temporary staffing (5 EAIII and 30 EAII should be extended through the November election. ▪ **Equipment/Tools:** None ▪ **Budget:** Vendor responsibility; no additional cost to County.	▪ Testing is currently underway.
3. Train Election Workers to turn on all BMDs on Election Day.	▪ **Staff:** No new staff ▪ **Equipment/Tools:** None ▪ **Budget:** To be considered in the Department's operational budget	▪ Include training content as part of regular pre-election training update cycle.

Item 10. Assess whether ballot boxes should be separate from the Ballot Marking Devices

Key findings:

- Casting a ballot at the BMD is new for Los Angeles County voters.
- Clarity of on-screen language and prompts could be improved.
- Voting Area Monitors instructed voters on how to cast their ballot, but that became more difficult when Vote Centers became very busy.

Solutions/Remedies

RR/CC has identified potential remedies that could be implemented on the BMDs. These remedies will be reviewed with the VSAP advisory committees and tested with voters prior to implementation. The time needed to implement these changes on the BMDs needs to be confirmed, and these remedies may result in the need for system re-certification by the SOS.

1. Refine messaging as part of Voter Outreach and in Vote Centers emphasizing high-level, simple steps.

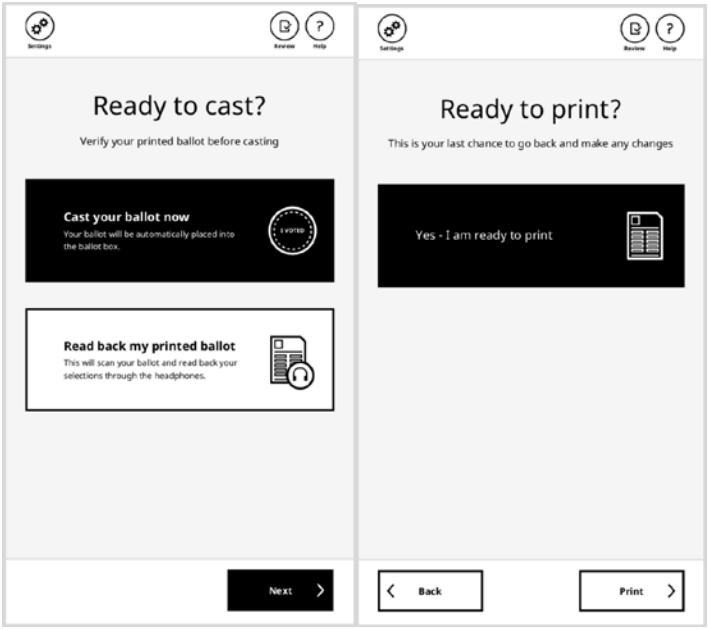
Reinforce with voters the new way to vote by emphasizing a small number of clear, simple steps. These steps should be included as part of the voter outreach campaign. Some potential simple steps are:

1. Insert blank ballot
2. Make selections
3. Verify printed ballot
4. Cast ballot in the BMD

2. Clarify on-screen text and imagery on the BMD to reinforce how to cast the ballot.

Add clarifying text and/or imagery to the on-screen BMD instructions to reinforce that a voter will cast their ballot at the BMD. One solution involves changing the text on the BMD screen to “Yes - I am ready to cast” (instead of “Cast my ballot now”), and adding an icon showing the ballot going into the BMD. This solution also involves changing the “Next” button to read “Cast” when “Yes - I am ready to cast” has been selected, to reinforce that there is one more step.

Figure 3. Clarifying BMD On-screen Text and Images



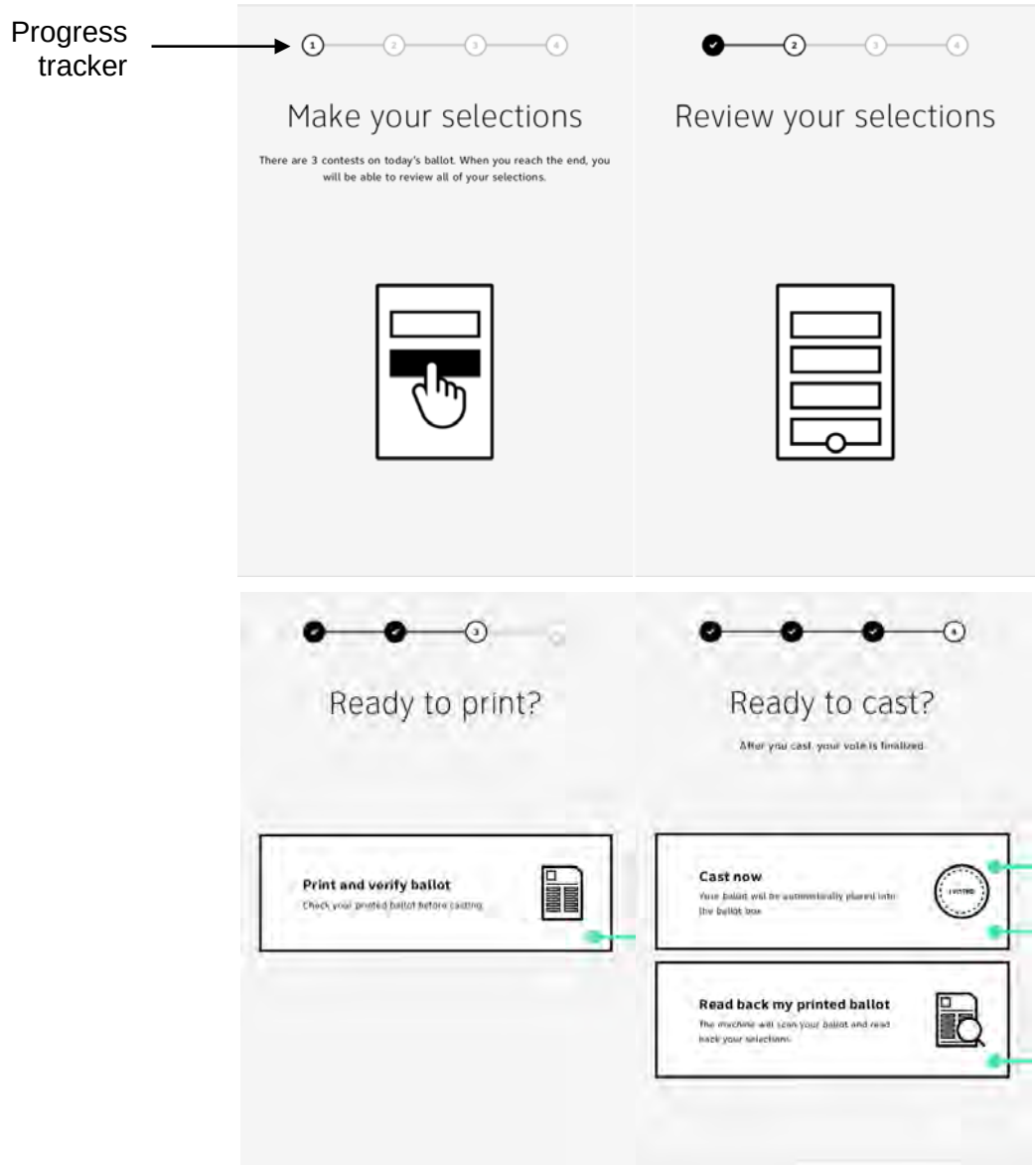
Ready to cast screen **Ready to print screen**

An alternate solution would be to change the intention of the screen from “Ready to cast?” to “Review your printed ballot.” This would include changing the title to:

> **Review your ballot**
> Verify your printed ballot before casting
>
> Selections below would include:
>
> **I’m done reviewing**
> I’m ready to cast my ballot
>
> **Read back my printed ballot**
> Scan my ballot and read the selections back to me through the headphones
>
> This would be followed by a **Cast your ballot** page, with the only options being to Cast or Eject.

Explore adding a graphic progress tracker to key transition screens to help the voter track the remaining steps in the voting process.

Figure 4. BMD Progress Tracker



Key potential transition screens

Explore adding unique color and/or animation to the “Cast” button (i.e. the current “Next” button on the “Ready to Cast?” screen) to draw attention to it.

3. Create a Check-in Clerk script advising voters on key points, including how to cast the ballot.

A required script for Check-in Clerks will help ensure consistent guidance is provided to each voter on key points. The script would include:

- Look for the “MORE” button at the bottom of the screen. It will indicate that there are more selections.

- Cast your printed ballot at the BMD. You are done when you will see the “Thanks for voting!” screen (or hear it on audio).

Solutions/Remedies Referenced Elsewhere in this Report

In addition, the following Solution/Remedy referenced elsewhere in this Report will contribute to ensuring that voters cast their ballots at the BMDs, as described below:

- ***Item 8. An assessment of the set up at Vote Centers, deployment of resources and availability of staff at the Vote Centers, Solution 2. Implement a data warehouse for Vote Center and Election Worker management.***

  A more robust solution for Election Worker management will help ensure that an adequate number of Voting Area Monitors and Provisional/VBM Clerks are recruited and staffed in order to adequately support voters, particularly on Election Day when Vote Centers are busiest. Clerks will watch for any voters exiting the Vote Center with a ballot, intercept them, and guide them to a Voting Area Monitor for assistance.

Resources and Implementation Plan

The table below includes resources required and a high-level implementation plan for the solutions/remedies included in this section.

Table 10. Board Motion Item 10 Resources and Implementation Plan

Solution	Resources Required	Implementation Plan
1. Refine messaging as part of Voter Outreach and in Vote Centers emphasizing high-level, simple steps.	▪ **Staff:** No new staff ▪ **Equipment/Tools:** None ▪ **Budget:** To be considered in the Department's operational budget	▪ May 2020: Refine messaging working with advisory groups. ▪ May/June 2020: Incorporate new messaging into voter education campaign and associated materials. ▪ June 2020: Begin voter education campaign incorporating new messaging.
2. Clarify on-screen text and imagery on the BMD to reinforce how to cast the ballot.	▪ **Staff:** No new RR/CC staff needed. Support from Smartmatic and IDEO would be needed required. ▪ **Equipment/Tools:** None ▪ **Budget:** Additional budget required for work to be done by Smartmatic. Existing budget to be used for work to be done by IDEO.	▪ May/June 2020: – Update text on "Ready to cast" screen – Complete translations – Add graphic "bread-crumbs" to key screens – Define color and/or animation effect for "Cast" button. – Implement changes to the BMD. ▪ July/August 2020: Undertake recertification effort
3. Create a Check-in Clerk script advising voters on key points, including how to cast the ballot.	▪ **Staff:** No new staff ▪ **Equipment/Tools:** None ▪ **Budget:** To be considered in the Department's operational budget	▪ On the regular pre-election schedule for updating training materials, develop the Check-in Clerk script, and incorporate into Election Worker training and materials.

Item 11. Develop a plan to receive feedback from voters regarding their experience

The Department conducted a Voter Experience Survey and received more than 27,000 responses. Loyola Marymount University conducted an exit poll of 3,956 voters.

Key findings from the RR/CC survey:

- 69% of respondents reported having a positive overall voting experience at the Vote Centers while 21% reported having a negative overall voting experience.
- 68% of voters surveyed reported waiting 30 minutes or less during the voting period. 17% of voters surveyed reported waiting over 2 hours.
- 80% of respondents reported being satisfied with their experience using the new Ballot Marking Devices (BMDs) while 10% reported being dissatisfied with their experience using the new BMDs.
- 33% of respondents reported using the Interactive Sample Ballot (ISB). Of those who used the ISB, 87% reported being satisfied with their experience while 5% reported being dissatisfied with their experience using the ISB.
- Of the respondents who are unlikely to vote at a Vote Center in the future, 65% said this was because they experienced a long wait at the Vote Center during the March Election. Another 32% reported “Other” while 29% prefer to Vote by Mail.

Key findings from the LMU exit poll:

- 87.1% of respondents reported having a positive overall voting experience at the Vote Centers while 12.9% reported having a fair or poor overall voting experience.
- 77.8% reported waiting in line for 20 minutes or less. 22.2% reported waiting in line for more than 20 minutes.
- 92.9% described their experience registering or checking in to receive a ballot as very easy or somewhat easy, 7.1% described it as somewhat difficult or very difficult.
- 95.4% described their experience using the BMD as very easy or somewhat easy. 3.8% described it as somewhat difficult or very difficult.
- 95.4% described their experience printing and casting their ballot as very easy or somewhat easy. 4.6% described it as somewhat difficult or very difficult.

3. Appendices to Board Motion Items

Appendix to Item 1. Excessive wait times that may have been a result of technical issues from the check-in process

Overview of Voter Check-In and Associated Technology

When voters enter a Vote Center, they proceed to an available Check-in Clerk at the Check-in Table. The Check-in Clerk locates the voter's record in the electronic pollbook (PollPad) by scanning the voter's Sample Ballot or other material mailed to the voter by the Registrar-Recorder/County Clerk (RR/CC), or by typing in the voter's name with the stylus and searching for the voter's record by name.

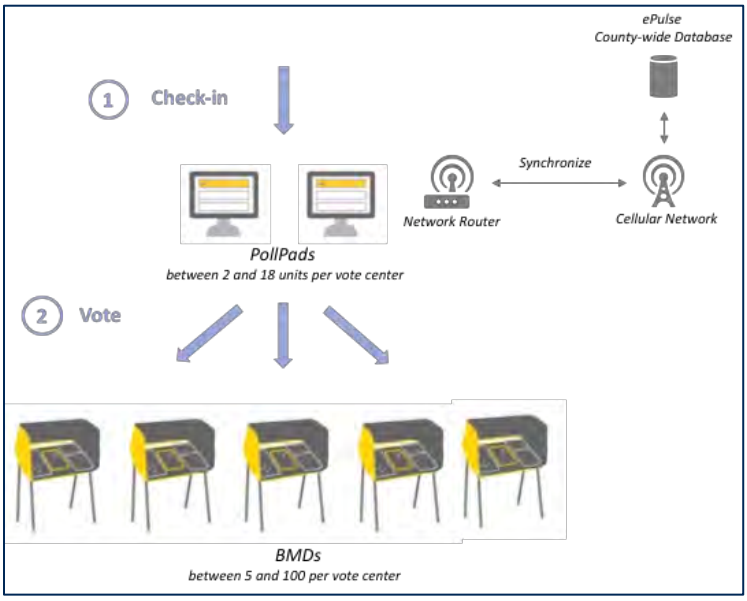
Individuals who are not registered to vote in Los Angeles County (County) may register and vote provisionally on the same day, which is called Conditional Voter Registration (CVR). The Check-in Clerk follows the CVR process and creates a record for the new voter by entering the appropriate information into the PollPad.

Once the voter's record is selected, the voter reads or listens to the voter oath and signs the PollPad using a stylus. The Check-in Clerk prints a ballot activation Quick Response (QR) Code on a blank ballot and provides it to the voter. At this time, the Check-in Clerk also gives the voter information on how to use the Ballot Marking Device (BMD). The voter is then directed to a BMD by the Check-in Clerk and/or by the Voting Area Monitor. The check-in process is complete at this time.

The voter proceeds to the BMD to cast their ballot.

The Vote Center model requires near real-time updates to the County's voter registration database as voters check in. Each PollPad has a local database containing a subset of voter registration data in order to locate voters at check-in. PollPads synchronize with ePulse, the Countywide database that tracks voter activities at other Vote Centers and ballots received through mail. The communication with PollPads either uses a secure cellular connection, through multiple carriers, or a wired connection in the Vote Center.

Figure 5. PollPad Synchronization with ePulse



Observations

On Election Day, some voters experienced unacceptable wait times attributable to the check-in process at a number of Vote Centers. Delays in the check-in process were caused by:

1. **Slow PollPad synchronization time:** Long synchronization cycles between PollPads and ePulse, the Countywide voter database, resulted in some voters being issued provisional ballots and left some PollPads inoperable.
2. **Inefficient voter search function:** Difficulty in matching voters with voter registration data because of limited search capability.
3. **High demand at Small Vote Centers:** Locations with less equipment and fewer Election Workers experienced demand similar to that of larger Vote Centers with more equipment and staff.

The following actions will address these issues:

1. Reduce the PollPad synchronization time to rapidly receive and process updates from the ePulse voter database server and ensure the availability of PollPads to check in voters.
2. Improve the search function to quickly match voters based on multiple criteria and make it easier for voters to obtain a scannable Voter ID from the Sample Ballot or on a mobile device through the Voter Registration Lookup Tool.
3. Ensure all Vote Centers have at least 5 PollPads and a sufficient number of BMDs for adequate capacity.

Lines at Vote Centers resulted from the check-in process; BMD capacity was not a constraint.

Analysis shows that excessive wait times on Election Day were caused by constraints and issues in the check-in process. Smaller Vote Centers that experienced relatively high demand were especially impacted.

While there were reported issues with BMDs that reduced the capacity of available devices at Vote Centers, data show that for the vast majority of locations, this was not the case and had minimal documented effect on wait time. Except for a subset of Petite Vote Centers with 5 or fewer BMDs, there was sufficient BMD capacity to support demand. (For more detail, see Item 9. Identify all of the technical issues, including IT/internet connectivity and inoperable voting machines.)

During the 10-day voting period prior to Election Day, there were no reports of long wait times at Vote Centers. 27% of in-person voters voted during the 10-day period.

27% of in-person voters (266,305 voters) in the March 2020 Presidential Primary Election voted during the 10 days prior to Election Day (February 22 through March 2). During this time, RR/CC received no calls or other communications from voters regarding issues with lines or wait times at Vote Centers.

On Election Day (March 3), some voters experienced an unacceptable wait time attributable to the check-in process at a number of Vote Centers. 73% of in-person voters voted on Election Day.

73% of in-person voters (729,248 voters) voted on Election Day (March 3). This is a significant increase in voters on a single day when compared to the total number of voters over the previous 10 voting days.

In *The American Voting Experience: Report and Recommendations of the Presidential Commission on Election Administration*, the Commission addresses the question of what should be considered a "long" line at a polling place. The Report states, "The Commission has concluded that, as a general rule, no voter should have to wait more than half an hour in order to have an opportunity to vote." [1] RR/CC has incorporated the threshold of a 30-minute wait in this analysis of wait times.

RR/CC has evaluated a variety of data sources to understand voter experience with wait times during the March 2020 Election. Key results are summarized below:

Table 11. Survey Sources and Key Results

Data Source	Key Result
RR/CC Voter Experience Survey	96% of voters surveyed reported waiting 30 minutes or less during the 10 days prior to Election Day. 53% of voters surveyed reported waiting 30 minutes or less on Election Day. 10% of voters surveyed reported waiting over 3 hours on Election Day.
LMU Exit Poll	78% of voters surveyed reported waiting 20 minutes or less on Election Day
Complaints received by RR/CC or CA SOS	13% of Vote Centers (a total of 130) were identified through voter complaints to RR/CC or CA SOS related to long wait times

Additional detail from these sources is provided below.

RR/CC Voter Experience Survey: RR/CC conducted a Voter Experience Survey in April 2020. More than 27,000 responses have been received to date. Respondents were asked how long they waited to check in at a Vote Center. A summary of responses is shown below:

[1] Bauer, Robert F.; Ginsberg, Benjamin L.; Britton, Brian; Eschevarria, Joe; Grayson, Trey; Lomax, Larry; Coleman Mayes, Michele; McGeehan, Ann; Patrick, Tammy; & Thomas, Christopher (2014). The American Voting Experience: Report and Recommendations of the Presidential Commission on Election Administration. http://purl.fdlp.gov/GPO/gpo45379.

Table 12. RR/CC Voter Experience Survey Wait Time Responses

Survey Response	Full Voting Period (Feb 22 – Mar 3)	February 22 – March 2	Election Day (March 3)
There was no wait	40%	75%	20%
1-15 minutes	20%	18%	21%
16-30 minutes	8%	3%	11%
31-60 minutes	7%	2%	11%
1 hour	7%	1%	10%
2 hours	11%	.7%	17%
Over 3 hours	7%	.4%	10%

While this survey provides insight into a large group of voter experiences, anecdotal reports from observers and the media raised overall concerns related to excessive wait times. Although these are more difficult to quantify, those reports also reflect the voter experience. Some of the observers linked the wait times to the capacity and availability of BMDs. As described further in this report, the data does not support this correlation.

LMU Exit Poll: An Exit Poll was conducted during the March 3, 2020 Presidential Primary Election by students from Loyola Marymount University (LMU). A total of 3,596 voters participated in the exit poll at 50 Vote Centers on Election Day between 7:00 am and 8:00 pm.[1] (For more detail, see Item 11. Develop a plan to receive feedback from voters regarding their experience.)

Exiting voters were asked how long they waited to vote. A summary of responses is shown below:

- Waited 5 minutes or less: 43.2%
- Waited 6-10 minutes: 17.8%
- Waited 11-15 minutes: 7.6%
- Waited 16-20 minutes: 9.2%
- Waited over 20 minutes: 22.2%

According to the LMU exit poll, 78% of voters surveyed waited 20 minutes or less.

Voter Complaints: On Election Day, RR/CC received calls from voters or Election Workers regarding 94 Vote Centers. In addition, the California Secretary of State's Office (SOS) received reports from voters regarding 50 Voter Centers with long lines. Thirteen Vote Centers appeared

[1] Guerra, Fernando J.; Gilbert, Brianne; Vizireanu, Mariya; Dunsker, Max; & Akella, Vishnu (2020). Vote Center Experience Data Brief: 2020 LA Votes Presidential Primary Exit Poll. Thomas and Dorothy Leavey Center for the Study of Los Angeles, Loyola Marymount University, Los Angeles, California.

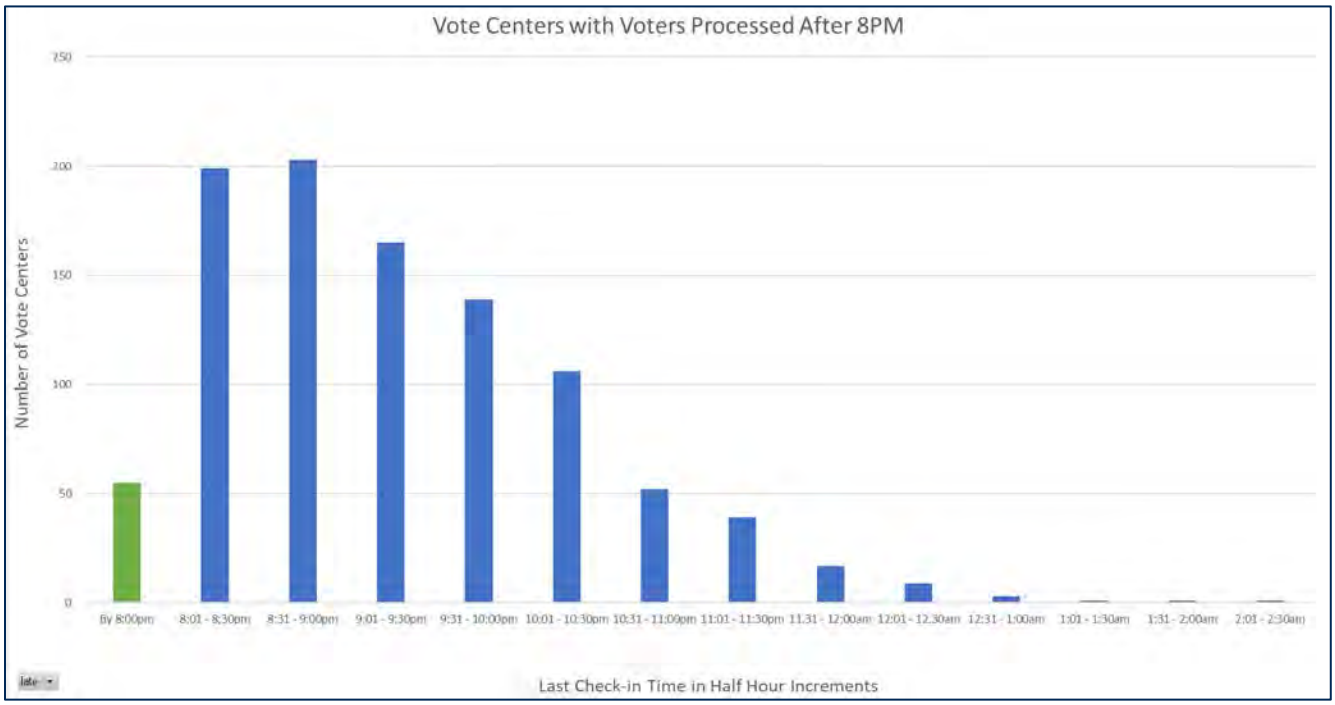
on both lists, resulting in a total of 130 Vote Centers with documented complaints regarding wait times.

PollPad Logs: The PollPad software logs check-ins by time. When Vote Centers have no voters that check in after 8:00 pm, that indicates there was no wait to check in at that Vote Center for voters arriving in line by 8:00 pm. For Vote Centers with check-ins after 8:00 pm, it is assumed that the last voter to check in waited for at least the time between 8:00 pm and their check-in time.

The figure below shows the number of:

- Vote Centers with check-in times no later than 8:00 pm on Election Day (shown in green)
- Vote Centers with check-in times after 8:00 pm, and therefore a wait time after 8:00 pm, (shown in blue) in 30-minute increments.

Figure 6. Vote Centers with Voters Processed after 8:00 pm on Election Day



Description of the Issue

Smaller Vote Centers were more likely to have longer wait times after 8:00 pm on Election Day.

Vote Centers are classified by size based on the number of BMDs and PollPads assigned. The maximum number of BMDs and PollPads assigned to a location is determined by a variety of factors (e.g., square footage, available power, available network bandwidth, accessibility requirements, etc.) The number of PollPads assigned to a Vote Center ranges from 2 to 25. The

table below shows the number of Vote Centers by size, along with the number of BMDs and PollPads assigned.

Table 13. Vote Centers, BMD and PollPad Counts

Vote Center Size	# of BMDs per Vote Center	# of ePollbooks per Vote Center	# of Vote Centers	% of Total Vote Centers
Petite	5	2	142	15%
Total Petite:			**142**	**15%**
Small	10	3	235	24%
	15	4	60	6%
Total Small:			**295**	**30%**
Medium	20	5	132	13%
	25	6 / 7	113	12%
	30	8	98	10%
Total Medium:			**343**	**35%**
Large	35	9	37	4%
	40	10	67	7%
	45	12	8	0.8%
	50	13	19	2%
Total Large:			**131**	**13%**
Extra Large	55	14	11	1.1%
	60	15	14	1.4%
	65	16 / 17	15	2%
	70	18	2	0.2%
	75	19	11	1.1%
	80	20	5	0.5%
	85	22	7	0.7%
	100	17 / 25	2	0.2%
Total Extra Large:			**67**	**7%**
	Grand Total		**978**	**100%**

Technical issues related to PollPads contributed to wait times on Election Day

The check-in process constrained voter throughput on Election Day. Technical issues with the PollPad search functionality and voter synchronization affected the rate at which voters could be checked in and presented with a blank ballot with activation code.

The issues observed related to PollPads on Election Day are:

- **Slow initial synchronization made it difficult to use all available PollPads devices on Election Day.** Particularly at larger Vote Centers, not all deployed PollPads were used in early voting, because arriving voters could be checked in with fewer units. When the demand increased on Election Day, Election Workers turned on PollPads that had not been used since earlier in the voting period or perhaps not at all. These PollPads had not been synchronized with changes that had occurred across the County during the previous voting days and took a substantial amount of time to synchronize. In some cases, units took over two hours to synchronize. Other units did not complete synchronization at all and were not able to be used.

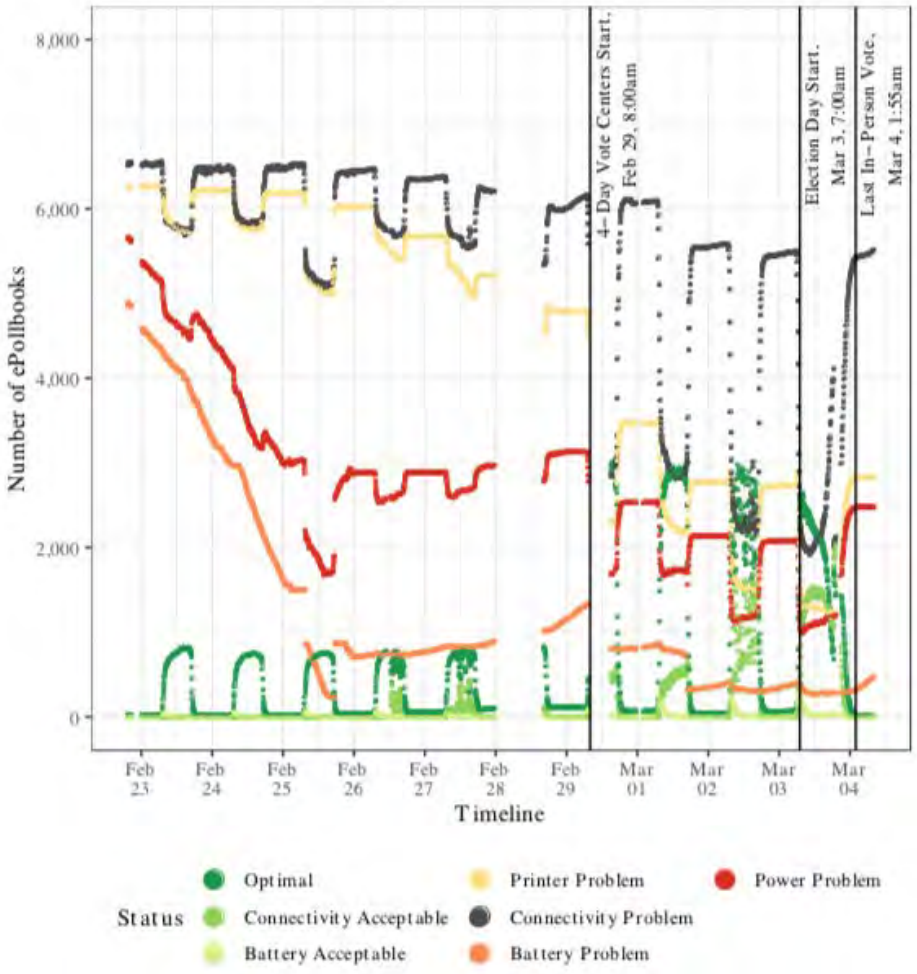
- **Slow ongoing synchronization resulted in Provisional ballots being issued to voters**. PollPads synchronize with each other and with ePulse, the vendor-supported Countywide database that tracks voter activities at other Vote Centers and ballots received through mail. One of the purposes of synchronization is to prevent voters from voting more than once. The PollPads were configured with a 15-minute cutoff time for completing synchronization, meaning, if a PollPad has not completed synchronizing with the database within the last 15 minutes, then the voter data within the individual PollPad is no longer considered up to date. In that case, the unit will require any voter checked in on the device to vote provisionally. The threshold of 15 minutes was increased to 30 minutes late on the afternoon of Election Day to accommodate slower-than-expected synchronization times. Even with the higher threshold, many PollPads did not complete synchronization and as a result continued to prompt Election Workers to issue Provisional ballots.

  Facing resistance from voters who did not want to vote provisionally, Election Workers sometimes waited for the synchronization process to complete. In other cases, Election Workers processed voters provisionally, which takes longer than checking-in a non-provisional voter.
- **The search function to locate a voter record had a deficiency that made searching against the large LA County voter database cumbersome and inefficient**. A late-identified software deficiency did not allow for address information to be used in addition to first and last names to search for a voter record. Voter search did not operate as expected based on product demonstrations and in field testing. This resulted in additional time required for Election Workers to review many voter records containing similar names in order to locate the correct record. Voters not found in the database went through the Conditional Voter Registration (CVR) process, which takes longer than checking in a registered voter.
- **Election Workers and observers reported slow navigation of the user interface.** Slow system response occurred most notably with the check-in transition screen and the voter signature screen while the PollPad was synchronizing.
- **PollPads became inoperable during Election Day.** Approximately 169 PollPads that had completed synchronizing after 6 a.m. on Election Day were no longer successfully synchronizing after 5 p.m. That is a reduction of 4% in the number of PollPads available at peak voter turnout time on Election Day when compared to the morning.
- **Some PollPads deployed to Vote Centers were inoperable when turned on for Election Day.** Some PollPads that had not been used during early voting were inoperable when Election Workers attempted to power the devices on.
- **A software bug in the PollPad caused an error in the ballot activation QR code for some voters when they changed their party preference during check-in.** When voters inserted these ballots into the BMD, the BMD rejected the activation code, and voters were required to return to the check-in table to have this corrected and to receive a new ballot.

Independent study by CalTech found PollPad synchronization issues.

A CalTech study[1], based on data extracted from ePulse, shows connectivity problems, which are PollPad synchronization issues, represented by black dots in the following graph:

Figure 7. CalTech Data on PollPad Synchronization Issues



Note: "Connectivity" in the figure above refers to PollPad synchronization.

The report draws a connection between these connectivity problems and having *Provisional ballots cast all throughout the voting period because PollPads were "offline."* The meaning of connectivity problems here does not necessarily mean the connection of the PollPads with the network; it means that there was no or little communication between the PollPad application (on the iPad) and the cloud-based backend. This can be attributed to synchronizing. If a PollPad has not completed synchronizing after a set period of time elapses, the PollPad will only allow

[1] Los Angeles County ePulse Data Analysis Preliminary Report Super Tuesday, March 2020 - R. Michael Alvarez, Daniel Guth, Claudia Kann, and Seo-young Silvia Kim, April 17 2020

voters to be processed provisionally. An analysis of bandwith, conducted by AT&T, and separate from the CalTech study suggests that there were no pervasive network-related issues.

The CalTech study further notes that Vote Center staff were sometimes able to correct the problem by restarting or syncing the PollPads, but this was a constant problem overall.

Finally, the CalTech report states: *of the 7,002 PollPads distributed during the election cycle, 2,108 (30.1%) did not process a single voter. From a Vote Center perspective, at least one PollPad at 354 of the 995 locations (35.6%) did not register a single voter*.

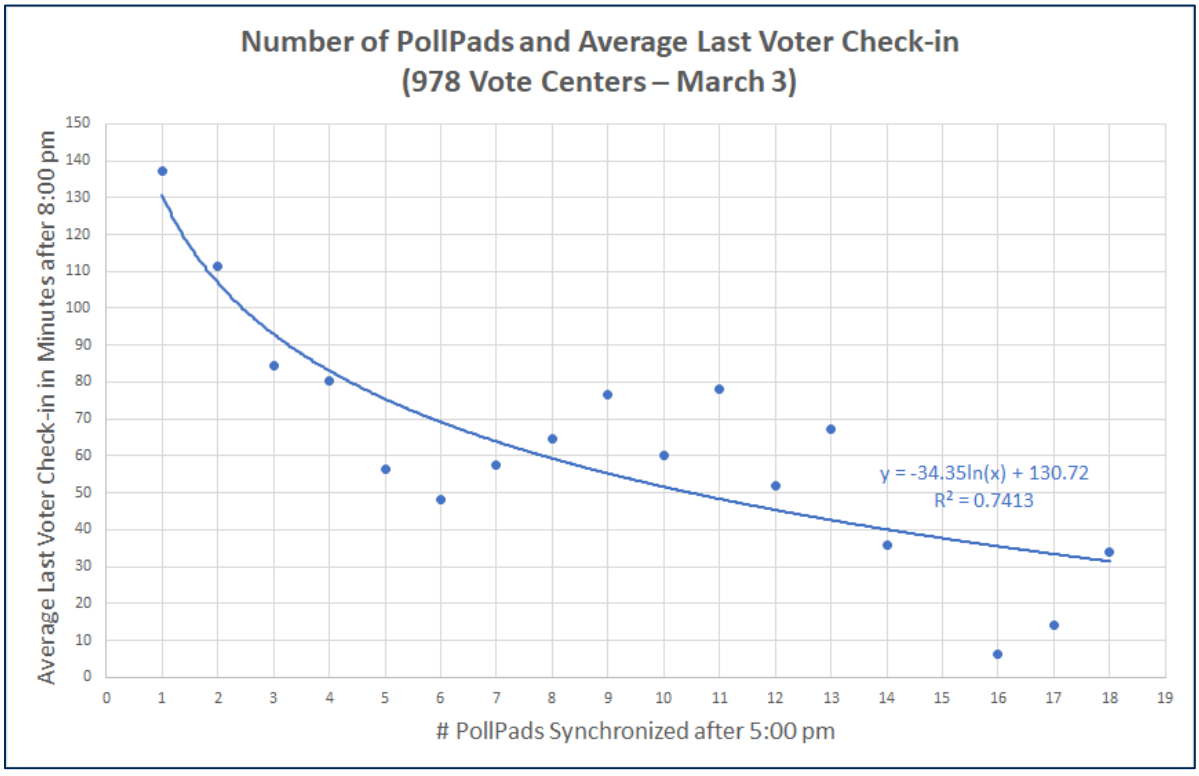
Vote Centers with fewer than five PollPads experienced longer wait times.

Check-in data from Election Day indicates that Vote Centers with only 2-4 PollPads operable after 5 p.m. on Election Day had the longest wait times after 8 p.m.

The figure below shows the average number of minutes between 8 p.m. and the last voter to check in for Vote Centers with a specific number of operable PollPads on Election night (i.e., after 5 p.m.). For example, the last check-in at Vote Centers with one operable PollPad on Election night was an average of ~140 minutes after 8 p.m. If a voter joined the line by 8 p.m. at a Vote Center with one operable PollPad, that voter would wait an average of ~2 hours and 20 minutes.

By contrast, Vote Centers with 5 operable PollPads on Election night had last check-ins that were an average of ~60 minutes after 8 p.m. If a voter joined the line by 8 p.m. at a Vote Center with 5 operable PollPads, that voter would wait an average of ~1 hour.

Figure 8. PollPads and Last Voter Check-ins



Network bandwidth at Vote Centers was not a constraint on Election Day.

There was a perception that insufficient network bandwidth between the Vote Centers and the ePulse server led to the slow synchronization. Based on reporting from the monitoring team staffing the RR/CC's Network Operations Center (NOC), network bandwidth was not a constraint during Election Day.

Using a Sample Ballot or other printed material containing the Voter ID Code significantly improved the speed of check-in.

When voters brought their Sample Ballot or Vote Center Post Card to the Vote Center, the Voter ID Code (barcode) on those documents could be scanned at the PollPad to immediately retrieve the voter record without manually entering and searching data. The scanning process is significantly faster than searching for a voter by name. Not all voters brought their Sample Ballot with them, however, requiring a search by name for these voters.

If every voter brings their Sample Ballot, or has rapid access to their Voter ID Code, the check-in throughput can be improved significantly.

Root Cause Analysis

Table 14. Board Motion Item 1 Root Cause Analysis

Issue	Root Cause
Slow initial synchronization made it difficult to use all available PollPads on Election Day.	Before PollPads at Vote Centers can be used for check-in, they must be synchronized with voter activity and changes that occurred after the configuration at the VSAP Operations Center (VOC) prior to the Election. Depending on the amount of time that has passed, the amount of data to be synchronized can be substantial, leading to lengthy synchronization times before the device can be used. Vote centers were equipped with various numbers of PollPads. In many cases, Vote Centers only used a subset of devices for early voting, leaving the remainder in their original state. Early voting only accounted for approximately 27% (266,305 voters) of the volume of total in-person voters. When more PollPad devices were needed to support a higher volume on Election Day, the devices needed to be synchronized with all prior changes first. This took several hours per PollPad. In some cases, synchronization did not complete before the end of Election Day rendering a number of PollPad devices unusable.
Slow ongoing synchronization caused voters to voter provisionally	The PollPad solution synchronizes each voter change (voter check-ins and address changes) across all PollPads at all Vote Centers. In addition, the synchronization process distributes data to PollPads about Vote by Mail ballots received by RR/CC. The synchronization period is configurable and tested at a 2-minute interval. This meant that each PollPad would begin the synchronization process every 2 minutes. Because of a bug in the Add Voter process, the PollPad vendor, KNOWiNK, suggested that the interval be set to 10-minutes. This meant that each PollPad would begin the synchronization process every 10 minutes. This

Issue	Root Cause
	modification took place on the first weekend of the early voting period. Separately, the PollPad was configured to print Provisional activation codes on ballots for all voters checked in on a PollPad if the last synchronization on that PollPad had not completed within the last 15 minutes. On Election Day, this period was extended to 30 minutes to account for slower than expected synchronization. In many cases, this period was still not sufficient for synchronizations to complete. Some Election Workers waited for the synchronization to complete so voters would not have to vote provisionally. That pause in process decreased the throughput of voter check-ins.
Voter search deficiency.	The search function on the PollPad application accepts the voter's first and last name. After the November 2019 election, it was determined these two fields were insufficient to uniquely filter voters in such a large voter database. In many cases, the first and last name search would result in hundreds of results and increased the chance that a voter could not be found. The house number and street name were added as search fields to reduce the number of potential search results. Days before the March 2020 Election voting period, it was discovered that the additional search fields had a significant bug which made the functionality unusable. The bug would not reliably return results when a house number and/or street name were entered in the search fields. This bug resulted in making search functionality to be cumbersome and slow for the users. The users had to rely on the name-search, which would result in a large data-set, which then had to be verified with the voter. This search functionality did not work as intended or as represented to the County by the vendor. The address search fields were removed, maintaining only the first and last name fields. This required modification of the training procedure for Election Workers. The lack of these additional filters made it difficult for Election Workers to find voter records and significantly slowed the Election Worker's ability to check-in voters.
Slow navigation of the user interface	Slow response times of the PollPad devices increased the interaction time between the voters and the Election Worker during the check-in process. Election Workers experienced the PollPad lagging screen navigation, freezes and/or crashes of the application during the PollPad synchronization on Election Day. This application behavior significantly slowed the Election Worker's ability to check-in voters. KNOWiNK performed post-election testing and determined there were inefficiencies in the application that contributed to the latency experienced by Election Workers.

Issue	Root Cause
	The PollPad software does not communicate with the ePulse server during the check-in process in real time, rather it batches the records and synchronizes after a period of time. The way the application is built, it consumes significant resources (for example, memory) in the device, resulting in users experiencing slowness.
Some PollPads were unused on Election Day.	On Election Day, some locations reported that the PollPads deployed were not operational. These deployed devices were not used on Election Day for the following reasons: ▪ Lack of synchronization: Election Workers did not turn on the PollPads for the days leading up to Election Day when they were not needed to support demand. When they were turned on, the synchronization had to download records for days of activity and could not successfully download all the data to have a complete synchronization. ▪ Application Issues: Election Workers reported that the PollPads deployed at their site did not work because of the application being slow to respond to user input.
Completing Conditional Voter Registration (CVR) requires more time than checking-in a registered voter.	The PollPad application enables new voters to be added to the database and to cast a conditional ballot. This process requires the voter to register to vote by filling out and signing a conditional registration envelope. After the envelope is signed, the Election Worker adds the voter into the PollPad from the data on the envelope. CVR volume is significantly higher at Vote Centers on or near college/university campuses because of new voter registrations or voters who have moved to attend school. On Election Day CVRs accounted for over 20% of the check-ins at Vote Centers located at universities and colleges. At other Vote Centers, the number of CVRs accounted for only 5% of check-ins on average. Of the top 20 sites that processed CVR voters, 13 of those were located on college campuses. During the CVR/Add Voter Process, Election Workers were prompted with address options that correspond to addresses with recorded precincts. It is vital that an address entered is associated with the corresponding precinct so the voter is provided their correct ballot style. The process to add and select an address confused many Election Workers since they were prompted to call an RR/CC Help Desk number when a corresponding precinct was not found. In addition, the PollPad would allow Election Workers to select an incorrect precinct, which would result in issuing a ballot that did not contain the correct contests for the voter. Also, with the passage of Senate Bill 207, which allowed voters to update their party or address on the PollPad without the need to re-register, voters could edit their address on the PollPads. Similar to the CVR process, the address must correspond to a precinct so the

Issue	Root Cause
	correct ballot style is identified. However, the Edit Voter function incorrectly prompted Election Workers to call the Help Desk number regardless if the address precinct was correctly identified. Inherently, the Add Voter (CVR) and Edit Voter (Senate Bill 207) processes are more time consuming because of the data entry. However, the Edit Voter process was further impacted by the confusion of precinct selection.
Network connectivity was sufficient in Vote Centers.	Analysis from AT&T shows that there were no pervasive network bandwidth constraints at the Vote Centers. Typical bandwidth usage was below 2Mbps, with spikes for early morning and some in the evening on Election night, when additional PollPads were brought online and required synchronization. The bandwidth need did not plateau or exceed capacity.

Appendix to Item 2. Ensuring appropriate staffing is maintained at each Vote Center location, including staff who speak languages of the community they serve, and enough staff to respond and fix technical challenges that arise at Vote Center locations

Overview of Staffing

Election Worker Recruitment and Staffing

To operate Vote Centers over the 11-day period of the March 2020 Election, RR/CC recruited approximately 13,000 Election Workers, including multilingual Election Workers.

Election Worker Roles

Vote Center Lead

The Vote Center Lead (Lead) is responsible for overseeing all activities at the Vote Center, including opening and closing of Vote Center, addressing questions/issues, and delivering ballots to the check-in-center daily.

The target goal was to recruit 250 RR/CC staff to serve as Leads at Vote Centers scheduled to be open for 11 days and 750 employees from other County departments to serve as Leads at the expanded pool of Vote Centers scheduled the final 4 days of the voting period.

Vote Center Clerk (multiple roles)

Vote Center Clerks (Clerk) are responsible for assisting the Lead with opening and closing procedures and assisting voters throughout the day. Clerks are assigned the following tasks:

- Line Monitor – greets voters, asks general questions, and directs them to the appropriate station (e.g., check-in station, voting station, etc.)
- Check-in-Clerk – checks in voters, provides them with their ballot, and directs them to the voting area.
- Voting Area Monitor – directs voters to available Ballot Marking Device (BMD), troubleshoots basic BMD questions/issues, and assists Line Monitor, as needed.
- Provisional/VBM Clerk – assist Provisional/CVR voters, receives Vote by Mail (VBM) envelopes from voters, and issues “I Voted” stickers.

The goal was to recruit approximately 12,000 Clerks to cover all Vote Centers over the 11-day voting period. The Clerk pool consisted of community volunteers, County employees and high school students.

Based on the roles and targets listed above, a Vote Center Staffing Model was developed. The staffing levels within the model consisted of three tiers: weekend staffing, weekday staffing, and Election Day staffing. Staffing numbers were allocated based on Vote Center size and projected daily voter turnout, with the highest expectancy on Election Day as shown in the table below:

Figure 9. Vote Center Staffing Model

	Saturdays, Sundays & Monday (e-1)						Days: 5		Monday - Friday (e-8-e-4)						Days: 5		Tuesday (Election Day)						Days: 1	
Size		Lead	Line Monitor	Voting Area Monitor	Check In Clerk	Provisional Clerk	Total Staff per site per day		Lead	Line Monitor	Voting Area Monitor	Check In Clerk	Provisional Clerk	Total Staff per site per day		Lead	Line Monitor	Voting Area Monitor	Check In Clerk	Provisional Clerk	Total Staff per site per day	
Large	# of workers	1	1	6	10	1	**19**	# of workers	1	1	1	2	1	**6**	# of workers	1	1	7	17	1	**27**	
Medium	# of workers	1	1	2	5	1	**10**	# of workers	1	1	2	1	1	**6**	# of workers	1	1	2	9	1	**14**	
Small	# of workers	1	1	1	2	1	**6**	# of workers	1	1	1	2	1	**6**	# of workers	1	1	1	3	1	**7**	

Multilingual Election Workers

Multilingual (ML) Election Workers were recruited from all worker pools (e.g., community volunteers, student volunteers, etc.). ML workers serve in the same roles as English-speaking Election Workers but are prioritized to assist voters with language needs. For the March 2020 Election, 43% (5,980) of Election Workers recruited were bilingual.

Specialty Roles – Recruitment and Staffing

In addition to the Lead and Clerk positions, there are three specialty positions: Reservist, Troubleshooter, and Field Support Technician (FST). The roles for each are as follows:

- Reservist – Fills emergent Lead or Clerk vacancies.
- Troubleshooter – Assigned by geographic areas to a range of 10-15 Vote Centers to resolve complicated issues, troubleshoot basic BMD issues, and answer questions from Vote Center staff, voters and members of the community.
- Field Support Technician – See IT Staffing section below for more details.

A Staffing Model also was developed for the specialty positions:

Reservists

The goal was to recruit 450 Reservists to be staffed over the 11-day voting period as detailed in the table below:

Figure 10. Staffing Model for Reservists

# of Reservists	Service Dates	# of Days
50	e-11 - Election Day	11
200	e-4 - Election Day	4
200	Election Day	1

The Reservist pool consisted of experienced Election Workers who had served in past elections in a similar or higher-level capacity. The goal of the Reservist program was to fill emergent Lead or Clerk vacancies at Vote Centers where Election Workers did not show up as scheduled. It was anticipated that Reservists dispatched to locations would fill the vacancy for that day and would return to the Reservist pool if the Election Worker showed up the following day.

Troubleshooters

The goal was to recruit 100 Troubleshooters to work over the 11-day voting period as detailed in the table below:

Figure 11. Staffing Model for Troubleshooters

# of Troubleshooters	Service Dates	# of Days
50	e-11 - Election Day	11
50	e-4 - Election Day	4

The Troubleshooter pool consisted of experienced permanent and temporary RR/CC staff and community volunteers who had served in a similar capacity in past elections.

IT Staffing at Vote Centers

Field Support Technicians

During the voting period, Field Support Technicians (FST) provide onsite technical support at Vote Centers for issues related to BMDs, PollPads, and mobile phones assigned to Leads. FSTs rove in designated coverage areas when there are no active troubleshooting assignments. FSTs were made up of contractor staff and were part of a pool of resources that also completed Vote Center setup/breakdown (deployment), staffed the IT Help Desk, and conducted truckyard activities.

The goal was to recruit 350 and to deploy 100 FSTs (50 teams of 2) to cover 50 coverage areas over the 11-day voting period. Originally, IT had proposed to have 78 coverage areas with 78 teams of two, to mimic the Regional Distribution Center (RDC) model used in past elections. The RDCs were used to replenish election supplies. Because of the lack of any historical experience in replenishing election equipment, the existing model for replenishing via RDCs was used. The staffing model executed for the March 2020 Election is detailed below:

Figure 12. Staffing Model for IT Staff

Three-day (SML MIX) Setup Scenario (e-20 thru e+10)

Vote Center Setup Schedule

Date	e-20	e-13	e-12	e-11	e-10	e-9	e-8	e-7	e-6	e-5	e-4	e-3	e-2	e-1	e-0
Day	WED	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE
Large Site	0	42	42	42	0	0	0	42	42	53					
Medium Site	0	42	42	42	0	0	0	42	42	94					
Small Site	0	50	50	50	0	0	0	150	150	80					
Day	0	134	134	134	0	0	0	234	234	227	0	0	0	0	0

Team Schedule

Date	e-20	e-13	e-12	e-11	e-10	e-9	e-8	e-7	e-6	e-5	e-4	e-3	e-2	e-1	e-0
Day	WED	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE
Large Site Teams	0	42	42	42	0	0	0	42	42	53					
Medium Site Teams	0	21	21	21	0	0	0	21	21	47					
Small Site Teams	0	25	25	25	0	0	0	75	75	40					
Total Number of Teams	0	88	88	88	0	0	0	138	138	140	0	0	0	0	0

Total Staffing Required

Deployment/Breakdown Staff	0	558	558	558	0	0	0	708	708	708	0	0	0	0	0
Call Center Staff	0	17	17	17	70	70	70	70	70	70	70	70	70	70	70
Backup Staff	0	124	124	124	37	37	37	189	189	189	37	37	37	37	37
Field Support					100	100	100	100	100	100	100	100	100	100	100
Vehicle Coordinator (EA	0	0	20	20	20	20	20	20	20	20	20	20	20	20	20
TruckDriver (EA II)	0	0	0	0	12	12	12	12	12	12	12	12	12	12	12
Staff Required Per Day	0	699	719	719	239	239	239	1099	1099	1099	239	239	239	239	239
Total Number of Vehicles Needed	0	150	162	162	81	81	81	295	295	297	81	81	81	81	81

Update Historical Percent of	
Site Unavailability Rate	6.0%
Attrition Rate	21%
Call Center/Deployment Ratio	25%

It was anticipated that IT would have sufficient staff, based on the following assumptions:

- IT would be able to hire the required 1,099 staff from various staffing contractors
- Expected attrition rate for contractor staff would not exceed 21% at any given time
- Expected Vote Center unavailability or redeployment would not exceed 6% at any given time
- Field Support Technician staff would receive a week of comprehensive training
- Scheduled Vote Center deployments would not exceed more than 234 sites a day.

During the voting period, which overlapped with the deployment period, it was discovered that a large number of staff (up to 30%) did not show up for their scheduled shifts and that the required staff per day exceeded capacity.

Observations/Issues related to Election Worker Staffing

Minimal number of Vote Centers reported lack of multilingual Election Workers at their location.

Overall, recruitment of multilingual Election Workers proved to be a success for the March 2020 Election. According to the issues recorded in the Help Desk system, AskEd, there was a minimal number of Vote Centers that reported lack of multilingual Election Workers at their location. Over the course of the early voting period, only .02% (23) locations reported lack of multilingual Election Workers at their location.

After reviewing the staffing allocations for the 24 Vote Centers that reported lack of multilingual workers, two main contributing factors were identified. One reason bilingual workers were not present on some days was caused by assigning workers based on a schedule. For example, a bilingual worker for a specific language may have been scheduled to serve on the weekend but not on Election Day. This resulted in not having 100% multilingual coverage throughout the voting period. The other reason for a lack of bilingual workers at some Vote Centers was caused by workers failing to show up for their assignment. This may have been the case for Vote Center locations that did not report lack of multilingual Election Workers.

Lack of an effective data warehouse affected recruitment and tracking of Election Workers.

The existing Election Management System, DIMSnet (DIMS), is not capable of supporting the assignment and tracking of workers for multiple days. The inability to track assignments and run reports in DIMS resulted in manual processes that did not give RR/CC visibility of the recruitment status for each Vote Center.

Although RR/CC procured PollChief, which is a database that organizes communications and logistical details for Vote Centers and Election Workers, the system was procured after Election Worker recruitment had begun. Although productive work was completed, further development of the system was suspended and PollChief was not implemented because of the amount of customization work required to adapt to the needs of RR/CC.

Despite the challenges encountered with DIMS, Pollworker Services successfully recruited approximately 14,000 Election Workers to serve for the March 2020 Election. However, RR/CC was unable to ensure staffing goals for each individual Vote Center were met. To identify staffing deficiencies, ad hoc reports were produced outside of DIMS a few days leading up to the first day of voting. Once the reports were received, staff worked to reallocate staff and fill vacancies for locations that were significantly understaffed.

Delay in generation and mailing of appointment letters resulted in no-shows at Vote Centers.

The system limitations with DIMS affected the generation and mailing of appointment letters for Election Workers. Although RR/CC was able to mail an initial letter to Election Workers, the letter only provided basic information regarding training requirements and confirmed that Election Workers were assigned. DIMS was not able to generate appointment letters for assignments consisting of multiple days since the system only supports a 1-day assignment.

The inability to produce adequate appointment letters through DIMS delayed the issuing of assignments to Election Workers. To address the issue, a workaround was developed for extracting Election Worker information from DIMS onto a template outside of the system. Again, because of system limitations, RR/CC was unable to ensure appointment letters were generated for all Election Workers, specifically for workers that were re-assigned after the first batch of letters for that job title was generated. Mailing of appointment letters was delayed; some were even mailed a couple of days before the assignment began. The timing related to appointment letters significantly affected Election Worker attendance for the March Election.

According to preliminary payroll reports, there was a 27% (3,805) no-show rate for the March 2020 Election across the 11-day voting period.

Delay in finalizing the number of Vote Centers and Vote Center sizes resulted in understaffed/overstaffed Vote Centers.

Recruitment of Election Workers began with a goal of staffing Vote Centers based on size and Ballot Marking Device (BMD) allocation. The initial plan consisted of the following:

- 1,000 Vote Centers total
  - 250 11-day Vote Centers with 50 BMDs
  - 750 4-day Vote Centers (500 Vote Centers with 30 BMDs and 250 Vote Centers with 10 BMDs)

Vote center recruitment proved to be challenging, causing the need for compromises to be made to Vote Center sizes and durations, as well as a delay in attaining final Vote Center numbers and locations. These changes significantly affected Election Worker recruitment goals, resulting in understaffing/overstaffing of Vote Centers. For example, a Vote Center that was previously established as a Small location within the 4-day voting period became an Extra-Large location for 11 days. This meant that recruitment for this location needed to increase from 7 Election Workers to 27 within a very short window. The converse also was true, with Large Vote Centers becoming smaller or reducing their duration. Reassignments are difficult and require manual intervention as County staff are assigned to Vote Centers near their County office buildings and other Election Workers are assigned to Vote Centers near their residences.

Vote Center Lead recruitment challenges resulted in Lead vacancies close to the beginning of the voting period.

Recruitment of Vote Center Leads proved to be very challenging because of the time commitment and requirements of the role. Although RR/CC received a positive response from volunteers early in the recruitment process, it was difficult to reach 100% recruitment for both the 11-day and 4-day voting periods.

As a result, there were 64 Lead vacancies approximately two days prior to the beginning of voting period. Therefore, RR/CC dispatched Reservists to these locations to ensure there was adequate oversight at all Vote Centers.

Additionally, working in a Lead capacity for 11 consecutive days resulted in worker fatigue which caused some Leads to call in sick on some days.

Reservist recruitment challenges and Lead vacancies depleted Reservist pool on Election Day.

Recruitment of Reservists was challenging from the onset because of the knowledge and experience required for this position, along with the number of service days required. To qualify for this position, prospects needed experience serving as Reservist, inspector, or coordinator in past elections. These requirements are essential for this position to ensure there is a flexible pool of volunteers to fill critical vacancies on short notice. In past elections, the recruitment goal was 350 Reservists. However, for the March 2020 Election, the goal was increased to 450 to accommodate going from one day of voting to an 11-day voting period. RR/CC reached 87% (390 Reservists) of the recruitment goal.

The shortage in recruitment and the high number of no-shows during the first 10 days of the voting period affected the number of Reservists available for dispatch on Election Day.

Additionally, the need to fill Lead vacancies in advance of the election depleted the pool for Election Day. There were a total of 100 Reservists available for dispatch on Election Day.

Observations/Issues with IT Staffing

The shared pool of IT support staff was insufficient to handle the compressed Vote Center deployment schedule.

IT support for Vote Centers is based on a shared pool of staff who are cross-trained and shared across key functions:

- **Vote Center Deployment:** Setting up Vote Centers before voting begins and breaking down Vote Centers after Election Day
- **Field Support:** Responding with on-site support for equipment issues at Vote Centers during the voting period, including replacing equipment as needed
- **Help Desk:** Answering calls from Vote Center Leads and Election Workers who need assistance with technology/equipment-related issues, resolving those issues or escalating them as needed

Based on a deployment period of 10 days to set up Vote Centers, RR/CC planned to use a shared pool of 350 staff members to fulfill all of the functions listed above. Of the pool of 350 staff, 100 were intended to work as Field Support Technicians and 70 were intended to staff the Help Desk.

In order to recruit the required number of Vote Centers, the Vote Center deployment schedule was reduced to 4 days to set up the ~250 Vote Centers prior to February 22, and 4-days to set up the ~750 Vote Centers prior to February 28. This compressed schedule reduced the amount of time a facility was dedicated for Vote Center use and encouraged potential sites to agree to serve as a Vote Center. PODS were also added to the deployment model to allow Vote Center sites to store supplies and equipment outside their facility prior to set-up, thereby freeing up their facility for other uses.

To complete Vote Center set-ups within the compressed 4-day schedule, and to accommodate the use of PODS, which added time to each set-up, the number of staff needed in the shared pool increased from 350 to 1,099.

Recruitment of the 1,099 staff in a short time frame proved challenging for IT staffing contractors. RR/CC had to seek staffing from other areas, such as County and city volunteers, and look to other vendor partners for support. Unfortunately, many of the staff acquired through the additional venues had driving and weight-lifting restrictions, which were not aligned with the requirements to complete deployment activities.

Given the staff available in the shared pool and limitations on work that could be assigned, RR/CC's deployment teams could set up 234 Vote Centers per day. On some days, however, 272 Vote Centers had to be set up in order to complete all Vote Centers by the start of voting. The deployment teams could not keep up with demand. In addition, some sites did not make rooms available for set-up as agreed, which pushed set-ups later in the 4-day period. By the end of deployment, over 300 sites per day needed to be set up, far outpacing the deployment teams' capacity.

Because IT staff was in a shared pool, assigning more staff to catch up with Vote Center deployment meant reducing Field Support Technicians and Help Desk staff to support Vote Centers that were already open.

Higher than anticipated attrition rates for Vote Center IT Support Teams

Based on previous experience from early voting and the Mock Election, attrition rates were predicted to be 21%. This was included into the staffing model and, each day, backup staff were to be scheduled at the rate of 21%. However, once deployment activities began, actual attrition rates were considerably higher, as summarized below:

Figure 13. Estimated vs. Actual Attrition Rates for IT Staff

Actual vs Scheduled Staff														
Date:	19-Feb	20-Feb	21-Feb	22-Feb	23-Feb	24-Feb	25-Feb	26-Feb	27-Feb	28-Feb	29-Feb	1-Mar	2-Mar	3-Mar
Scheduled Staff	259	454	473	330	330	195	699	721	1878	1899	871	450	450	540
Actual Staff	652	797	726	251	252	533	833	747	861	840	519	366	466	398
Staffing Deficit/Surplus	393	343	253	(79)	(78)	338	134	26	(1017)	(1059)	(352)	(84)	16	(142)
Staffing Deficit/Surplus Percent	152%	76%	53%	-24%	-24%	173%	19%	4%	-54%	-56%	-40%	-19%	4%	-26%

Root Cause Analysis

Table 15. Board Motion Item 2 Root Cause Analysis

Issue	Root Cause
There were reports of insufficient multilingual staffing at some Vote Centers.	Multilingual Election Workers were assigned to Vote Center for specific dates only. Some multilingual workers recruited did not show up for their assignment.
Lack of an effective Election Worker Management system affected recruitment and tracking of Election Workers.	Election Worker Management solution was procured too late within recruitment cycle. The system was not implemented because of the customization work required to adapt to the Department's needs and lack of funding.
Delay in generation and mailing of appointment letters resulted in no-shows at Vote Centers.	The system limitations with DIMS affected the generation and mailing of appointment letters for Election Workers.
Delay in finalizing number of Vote Centers and Vote Center sizes resulted in understaffed/overstaffed Vote Centers.	Challenges with recruitment of facilities delayed finalization of number and size. There was no cut-off date for recruitment of facilities.
Vote Center Lead recruitment challenges resulted in Lead vacancies close to the beginning of the voting period.	Requirements and time commitment for Lead position discourages employees from following through with their assignment.
Reservist recruitment challenges and Lead vacancies depleted Reservist pool on Election Day.	Requirements and time commitment for Reservist position discourages volunteers from following through with their assignment. The 11-day work period proved to be unsustainable for a number of Election Workers.
Reduction in deployment schedule and increase in scheduled deployments caused significant staffing shortages for IT operations.	Undependable contract staffing, lack of logistical experience of setup teams and changes to the setup schedule proved to be ineffective during the setup period.

Issue	Root Cause
Higher than anticipated attrition rates in IT positions.	The Vote Center setup operations depended on contract staffing that proved to be ineffective. Also, the lack of team's experience in this staffing and logistical model combined with changes in the setup schedule resulted in delays.

Appendix to Item 3. Evaluating the training required of Election Workers to ensure it is adequate and include feedback from Election Workers

Overview of Training

To prepare Election Workers for the March 2020 Election, RR/CC conducted in-person, instructor-led training as well as online training for Election Workers throughout Los Angeles County. Over 9,000 Election Workers were trained which included community volunteers, high school students and County employees from various departments.

Training was conducted in January and February 2020. Approximately 380 classes were offered at locations across the County. Classes were typically limited to 50 participants

The in-person Election Worker training curriculum consisted of an 8-hour class covering eight modules. These modules featured a combination of lecture, videos, demonstrations, hands-on training, and a Vote Center simulation. Modules covering the new voting system, such as the PollPad, the BMD, opening and closing the Vote Center, included a hands-on component/simulation that provided an opportunity to practice the skills and knowledge participants acquired in the lecture portion of the training. Demonstration practice sessions were also available after the regular. This allowed Election Workers additional hands-on training on the PollPads and BMDs and allowed trainers to answer additional questions or provide additional training.

The Election Worker training curriculum is summarized below:

Table 16. Election Worker Training Curriculum

#	Module	Description
1	Introduction to VSAP	A brief introduction featuring the components of the new voting system and changes in how elections are conducted.
2	Setting up the Vote Center/ Chain of Custody	Overview on how to set up a Vote Center along with the supplies available. Introduction to security procedures at a Vote Center.
3	Vote Your Ballot	Trainees vote on a ballot on a BMD without any assistance
4	Assisting Voters	Comprehensive overview on how to assist a voter.
5	PollPad	Introduction to the PollPad and extensive hands-on training which covers all likely voter scenarios.
6	Ballot Marking Device and Interactive Sample Ballot	Introduction to BMD/ISB including hands-on demonstration.
7	Closing the Vote Center	Details how to close a Vote Center including hands-on demonstration.
8	Vote Center Simulation	Trainees vote and cast a ballot at a BMD without any assistance

Election Workers were cross-trained, meaning that all Election Workers were trained in all Vote Center roles. This allowed for maximum flexibility in overall staffing of Vote Centers, and allowed for an Election Worker to be promoted as a Lead in case of a no-show. Additionally,

Vote Center Leads made assignments at the Vote Center based on the Election Worker strengths and abilities.

Training Assessment and Training survey: At the end of each training class, participants were emailed an assessment (quiz) to test their knowledge. 28% of class participants responded to the post-training assessment. The overall score of Election Workers on the assessment was 72% out of 100%.

Training Materials: A total of 3 training manuals were provided during the training session. These manuals are an invaluable tool for Election Workers not only during training, but also as reference material while working in a Vote Center. Election Workers received the following Training Manuals:

- **Election Guide**: Covers procedures for opening and closing the Vote Center, and assisting voters based on Election Worker role.
- **BMD Guide:** Covers procedures for starting, operating and troubleshooting the BMD. It also includes information about BMD settings and features and touch screen instructions. This Guide also includes instructions for using the Poll Pass to upload pre-selected choices generated using the Interactive Sample Ballot.
- **PollPad Guide:** Covers setting up the PollPad assisting voters with the Pollpad and closing procedures. Also includes information on Vote Center Lead specific scenarios, and troubleshooting.

In addition to the Training Manuals, a variety of other support materials were developed and provided during training. Those materials are intended to support Election Workers during the election period and reinforce their performance of specific tasks or activities. The additional support materials for the March 2020 Election included:

- Additional Fliers
  - Chain of custody - Procedures for conducting chain of custody at various times throughout the day
  - PollPad - Procedures for CVR, cancelling Voter check-in and spoiling a ballot
  - Important Reminders - Covers various new items not discussed in the Handbooks
  - Update Registration Instructions - Procedures for updating a voter's registration using the Change of Political Party/Change of Address Form
  - Official Paper Write-In Ballot - Information and procedures for assisting voters who do not want to use the BMD
  - BMD "MORE" Button - Directs Election Workers to inform the voters about the "MORE" button on the BMD
  - Official Ballot Statement - Instructs Election Workers on completing the Official Ballot Statement at the end of each night
  - Scanning Items Going to the CIC - Instructs Election Workers on using a scanner application on the County-issued phone to scan items going to the CIC each night of voting

– Getting to Training Materials - Instructs Election Workers on accessing the training materials on the PollPad for reference

Online Training

RR/CC also used online training to supplement the in-person training for Election Workers. This online training was mandatory for Vote Center Leads and Reservists, and optional for other workers. The training was approximately 90 minutes and provided an overview of the Vote Center processes and procedures. The online training also included videos, interactive lessons, and mini self-assessments.

Online Training was required for those serving as Leads and Reservists, with a minimum passing assessment score of 80%. If this score was not reached, they could retake the assessment until they achieved the minimum passing score. No limits were set as to how many times they could retake the assessment. 886 Leads and Reservists completed the Vote Center Lead online training. In addition, 2,119 Clerks completed the entire online training, and 1,740 Clerks viewed some portions of the class.

Election Worker Feedback on Training

RR/CC seeks to continuously improve the Election Worker training program to ensure that Election Workers are well prepared to serve voters. A key element in improving the training program is hearing from Election Workers about their experience with training, and how well it prepared them for the voting period. RR/CC conducted three surveys of Election Workers to gather Election Worker feedback and identify opportunities for training program improvement.

Election Training Class Survey

The first survey was the Election Training Class Survey which requested feedback about the training Election Workers received for the March 2020 Election.

The survey was sent via email to 663 Election Workers who attended class at various locations throughout the County. The survey was administered in mid-March, after the March 2020 Election. A total of 137 responses (21% response rate) have been received to date. Approximately 80% of respondents worked as Clerks during the voting period, and approximately 20% of respondents worked as Vote Center Leads. Most respondents were experienced Election Workers, with 80% of respondents having worked in an election prior to March.

Respondents provided very positive feedback on the training. When asked to respond to the statement “This training class helped prepare me for this election,” **96% of respondents selected Strongly Agree (58%) or Agree (38%).**

Election Worker Survey

The second survey was the Election Worker Survey, which collected information about their experiences working at a Vote Center in addition to feedback on their training. The survey was sent via email to 6,629 Election Workers and requested feedback about training and their experience working in a Vote Center. Questions about their Vote Center experience covered the new voting system, issues they may have experienced, overall satisfaction with serving as an Election Worker, and likelihood of serving again in a future election. This survey was administered in April 2020, after the March 2020 Election. A total of 2,809 responses were received (42% response rate).

When asked how well training prepared them for working in a Vote Center, approximately 69% responded very prepared or prepared.

Figure 14. Election Worker Survey Response - Training

	VERY PREPARED	PREPARED	SOMEWHAT PREPARED	UNPREPARED	VERY UNPREPARED	TOTAL	WEIGHTED AVERAGE
(no label)	27.59% 695	41.29% 1,040	27.59% 695	2.62% 66	0.91% 23	2,519	2.08

Vote Center Leads Survey

The third survey was the Vote Center Leads Survey, which collected information from Leads about their experiences in training class and working at the Vote Center. The survey was sent via email to 778 Vote Center Leads. This survey was administered in April 2020, after the March 2020 Election. A total of 438 responses were received (56% response rate).

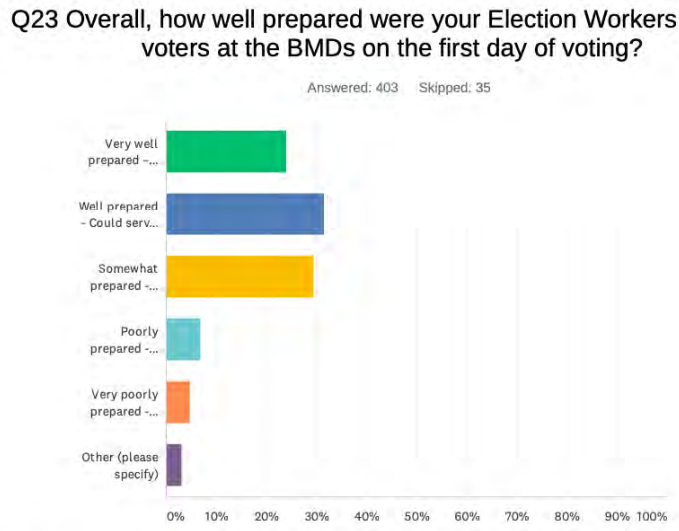
When asked how well training prepared them for working in a Vote Center, 66% of leads responded ‘’very prepared or prepared.’’ Leads responded as shown below:

Figure 15. Vote Center Lead Survey Response - Training

	VERY PREPARED	PREPARED	SOMEWHAT PREPARED	POORLY PREPARED	VERY POORLY PREPARED	TOTAL	WEIGHTED AVERAGE
(no label)	25.00% 99	41.16% 163	26.52% 105	5.81% 23	1.52% 6	396	1.84

When asked how well training prepared their assigned Election Workers to serve voters at the BMDs, over 55% of Leads responded very well prepared or well prepared.

Figure 16. Vote Center Lead Survey Response – Serving Voters at the BMDs

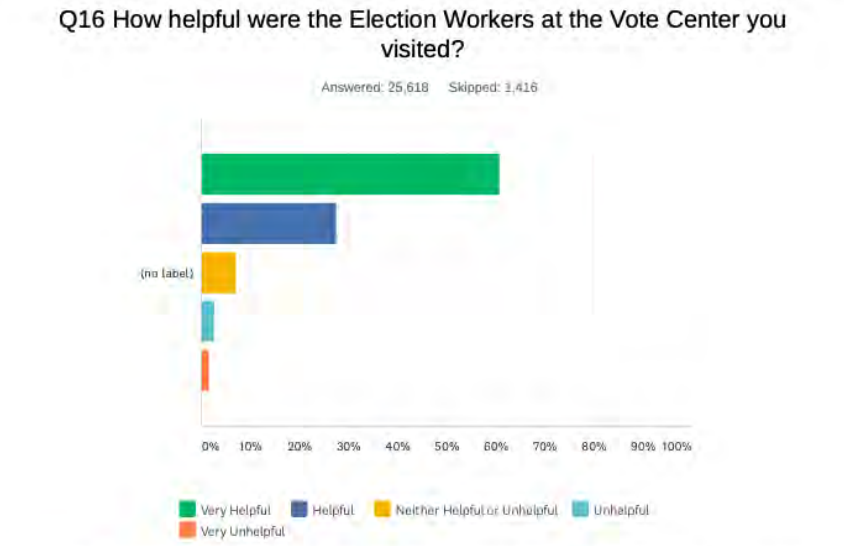


ANSWER CHOICES	RESPONSES	
Very well prepared – Could serve all voters easily	24.07%	97
Well prepared - Could serve most voters easily	31.51%	127
Somewhat prepared - Could serve some voters easily/struggled to serve some voters	29.53%	119
Poorly prepared - Struggled to serve most voters	6.95%	28
Very poorly prepared - Struggled to serve all voters	4.71%	19
Other (please specify)	3.23%	13
TOTAL		403

Voter Feedback Regarding Election Workers

Feedback from the RR/CC Voter Experience Survey showed that most respondents found Election Workers to be very helpful. The survey was sent via email in April 2020 to 285,597 voters. Over 27,000 responses have been received. When asked “How helpful were the Election Workers at the Vote Center you visited?” 88% of respondents reported a positive response with 61% indicating “very helpful,” and 28% choosing “helpful.” 7% were neutral, and only 4% chose “unhelpful” or “very unhelpful.”

Figure 17. Voter Survey Responses Regarding Election Workers



	VERY HELPFUL	HELPFUL	NEITHER HELPFUL OR UNHELPFUL	UNHELPFUL	VERY UNHELPFUL	TOTAL	WEIGHTED AVERAGE
(no label)	60.82% 15,581	27.53% 7,052	7.18% 1,840	2.81% 721	1.66% 424	25,618	1.57

Observations/Issues

Election Workers resolved BMD errors they were trained to clear.

During training, Election Workers were trained to perform basic troubleshooting on the BMDs. This included clearing paper jams, cleaning the rollers in the paper handler, and clearing issues that can be cleared by entering Election Worker credentials. When other errors occurred on the BMDs that they were not trained to resolve, Election Workers typically called the IT Help Desk for assistance. The IT Help Desk would walk Election Workers through additional troubleshooting steps, such as powering the BMD off and on. If these efforts did not resolve the issue, the IT Help Desk would dispatch a Field Support Technician. In these cases, the BMD typically remained inoperable until the Field Support Technician arrived to resolve the issue.

Training content changed during the training period.

Some operational procedures were not finalized until after Election Worker training had begun. This caused variation in the training content provided to Election Workers. For example, if an Election Worker attended a training class earlier in the cycle, some information they received was different than the finalized procedures. This occurred with the late passage of Senate Bill 207, which was legislation that allowed Voters to update their party or address on the PollPad without the need to re-register. Election Workers who attended training earlier in the training cycle received hands-on training and procedures that did not reflect late developments. This issue caused the need for several additional handouts to augment the training manuals that were issued to Election Workers. Election Workers who did not receive finalized details of training procedures received supplemental or updated training materials and training videos with specific instructions via email blast.

The following procedures and forms were modified or finalized after training had begun: including:

- Chain of custody updates put forth by the Conditional System Certification granted by the California Secretary of State (e.g., Security Seal for the Integrated Ballot Box)
- BMD "MORE" button flier and further voter prompts – Received further emphasis in training after flier was created.
- Official Ballot Statement – Changes to form
- Official Paper Write-In Ballot – Created and approved
- Scanning Items Going to Check-in Centers – New procedures
- Getting to Training Materials – New Flier
- Images for the PollPad screens – Updates made because of ending legislation
- Sonim and Samsung Phones – Phones for Vote Center Leads were not delivered in time to be included in training.

Training materials were available on the PollPad, but many Election Workers were not aware of them.

Training manuals and videos were available on the PollPads, but this was not widely known by Election Workers. The presence of training videos on PollPads was communicated to some later training classes, and a flier titled "Getting to Training Materials" was included in the Election Day supplies to help Election Workers navigate to the information.

Rules related to CVR and changing voter information were not well understood by Election Workers.

Conditional Voter Registration (CVR) presented some challenges for Election Workers. Earlier in the training cycle, they were trained on then-current CVR procedures, as well as on pending procedures that would result from Senate Bill 207 if the legislation was approved. Eventually the legislation was approved, allowing a voter to update an address or party affiliation electronically at a Vote Center without the need to re-register using the CVR process. Receiving training on two different procedures simultaneously may have led to confusion for Election Workers trained earlier in the training cycle. When voters simply wanted to change their address or party in their voting record, some Election Workers were uncertain about which forms to use and how to complete those changes.

Root Cause Analysis

Table 17. Board Motion Item 3 Root Cause Analysis

Issue	Root Cause
Training content changed during the training period.	Procedures were changing while training was being conducted.
Training materials were available on the PollPad, but many Election Workers were not aware of them.	Election Worker training did not reinforce the availability of electronic training materials on the PollPad.
Rules related to CVR and changing voter information were not well understood by Election Workers.	Pending Senate Bill 207 statewide legislation caused Election Workers to be trained on two different procedures, which caused confusion among Election Workers.

Solutions/Remedies

4. Finalize procedures prior to the beginning of training.

Finalizing procedures prior to the start of training will help ensure that Election Workers are trained on the same content. This should result in less variation in executing tasks in the Vote Centers, and greater ability for Leads to guide and support Election Workers in completion of tasks.

5. Include in Election Worker training an orientation to training materials and support documents on the PollPad.

Reinforce that Election Workers know where to find training materials on the PollPads and understand the appropriate time to review them during the voting period.

6. Based on survey results and other data, RR/CC will assess the length and duration of training required for the November election.

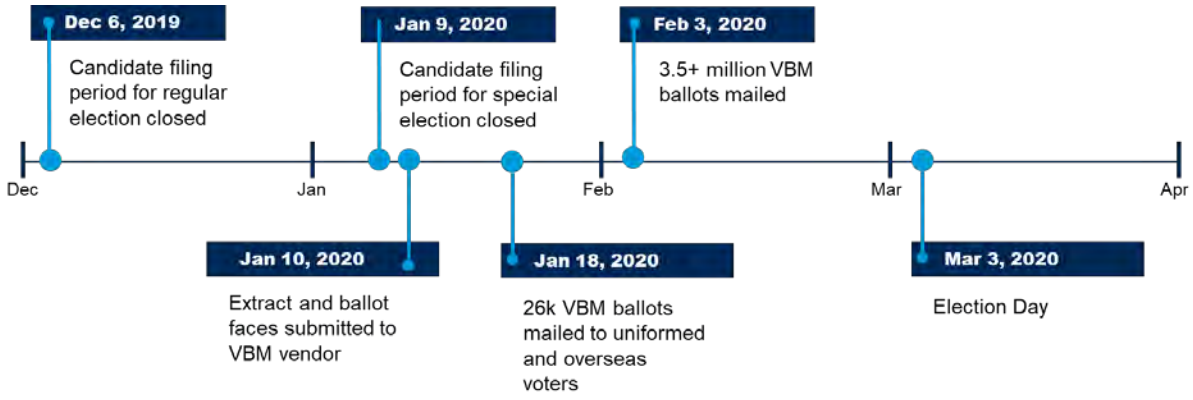
RR/CC will carefully examine the feedback from Election Workers and Leads gathered through the Election Worker Survey and Vote Center Leads Survey, feedback from voters, and other input as appropriate to understand areas where training is needed in more depth or where additional topics should be covered in training. Options for improving training include requiring Election Workers and Leads to complete a computer-based training (CBT) module prior to attending in-person training, and/or extending in-person training. Modifications to the training approach will focus on ensuring an adequate understanding roles, procedures and equipment, and providing ample opportunity for hands-on practice.

Appendix to Item 4. Determine what led to 17,000 voters not receiving their Vote by Mail ballots as scheduled

The resignation of Congresswoman Katie Hill in Congressional District 25 (CD25), in October 2019 required the Governor to proclaim a Special Election to fill the vacancy. The Special Election was scheduled to align the special primary with the March 2020 Election. As described and shown below, this late addition to the election compressed the timelines to properly prepare and limited capacity to perform critical quality assurance procedures.

The candidate filing period for this Special Election closed on January 9, 2020 (54 days prior to Election Day). Approximately 26,000 Vote by Mail (VBM) ballots were required to be processed and mailed to uniformed and overseas (UOCAVA) voters by January 18, 2020 (45 days prior to Election Day) and 3.5+ million VBM ballots by February 3, 2020 (29 days prior to Election Day). The extremely short turnaround period was further complicated because of the March 2020 Election ballot already containing a CD25 contest to fill a new term. This then required re-designing the ballot layout to accommodate both contests in a manner that would prevent voter confusion.

Figure 18. Mandated Election Timelines



To avoid delays in processing and mailing VBM ballots for the rest of the County, it was necessary to process VBM ballots separately for CD25 to allow time for the ballot re-design and the addition of the late candidate filing data for the Special Election. However, RR/CC's Election Management System (EMS) was not designed to process this District as a separate data extract within the mass data extract of all VBM voters in time to meet VBM ballot mailing deadlines, even with the EMS vendor's assistance. To overcome this challenge, RR/CC created scripts[1], including a quality control script, to process the district separately. The script had not yet been fully tested prior to use and inadvertently excluded 17,000 VBM voters from the initial mass data extract of VBM voters.

To prevent this issue from reoccurring, processes, procedures and scripts have been reviewed with RR/CC management, the EMS vendor and the VBM vendor to take the following actions:

[1] A programmable sequence of instructions to automate tasks that could otherwise be manually done by a person.

1. Collaborate with the EMS vendor to implement an enhancement to the EMS VBM Module to allow for exclusions of districts and ballot types in an extraction.
2. Prioritize and develop additional Quality Control (QC) procedures to validate extracted data.
3. Validate scripts through a formal change-control process prior to implementation. The validated scripts will then automate the QA extract validation process instead of it being completed manually.
4. Work with the EMS vendor to address and resolve issues with the database configuration that prevented the EMS from extracting 3+ million voters, as designed by the system.
5. Recruit, train and allocate additional resources to respond to critical daily requests within RR/CC. This includes managing and executing critical tasks between the EMS and the VoteCal statewide database, such as the process to sync voter registration data, which is both time and labor intensive.
6. Complete an analysis and seek legislative review to prevent shortened election schedules and special vacancy elections from impacting legal deadlines for ballot delivery.

Description of Issue

The addition of the CD25 Special Vacancy Election with a later candidate filing period than the Presidential Primary Election made it difficult to effectively execute critical election tasks, specifically ballot layout and data extractions for mailing of VBM ballots, while meeting mandated deadlines. To accommodate the difference in the candidate filing period for the contest, a series of workarounds were implemented that caused issues resulting in 17,000 VBM voters not receiving their VBM ballot as scheduled. Once the problem was identified, RR/CC took immediate action and worked with the VBM vendor to resolve the issue. The VBM ballots were mailed to affected voters on February 26 (6 days prior to Election Day). Voters were notified of expected delivery by Election Day through automated phone calls and email.

The Election Calendar was compromised because of the late candidate filing period of the CD25 special vacancy election.

The Election Calendar is used to help coordinate the legally required election deadlines with production timelines. In order to mail VBM ballots, the VBM vendor requires the following:

- Ballot types for every precinct in all the legally recognized languages.
- VBM mailing extract of all the voters assigned to their correct ballot type.
- Adequate time to process, assemble and mail VBM ballots to over 3.5 million VBM voters.

Election law requires the mailing of VBM ballots to uniformed and overseas (UOCAVA) voters 45 days prior to Election Day and remaining VBM ballots to be mailed 29 days prior to Election Day. The processing of VBM ballots Countywide could not be delayed to accommodate CD25's later candidate filing timeline. Therefore, the CD25's 225,000 ballots had to be processed separately and mailed once its ballot types were finalized. To achieve this task, VBM extracts for CD25 and the rest of the County had to be treated as if they were two different elections within the Primary Election cycle.

Election Management System does not support district exclusions, which was required to accommodate the processing of CD25 separately.

RR/CC encountered problems in creating the VBM mailing extract used to send voter data to the VBM vendor. In a typical election, the VBM mailing extract is created through the EMS, which is capable of extracting lists by election districts. However, the EMS is not designed to exclude specific district(s) or ballot types, as a separate extract from VBM extraction for the remaining districts within the County. This functionality was required to extract the VBM voters for the rest of the County excluding CD25.

This process uncovered an additional constraint within the EMS: it couldn't extract the more than 3.5 million VBM voters from the County's database. The immediate need to work around the EMS's functionality gap led RR/CC to create a workaround script to perform the extractions.

RR/CC IT resources were constrained and had competing priorities.

RR/CC has a small team of IT analysts knowledgeable and dedicated to supporting the EMS and its users. Support for the EMS requires knowledge of a comprehensive higher-level analysis process in Structured Query Language (SQL), the database language used by the EMS. These tasks are performed by a single individual within the IT Bureau, who is also frequently tasked with unexpected and challenging assignments during the election period. This was the case with the March 2020 Election where the resource was tasked with the following:

Table 18. RR/CC IT Resource Tasks

Task	Frequency and Requirements
Management of VoteCal sync activities.	VoteCal (the State's voter registration database) and the County's local database (DIMSnet) should always be synchronized. However, this is not the case as VoteCal has inherent limitations that result in RR/CC working with the SOS to identify the out-of-sync records, to research those records, and then to manually synchronize the data. This is true for both the voter records as well as the precincts and districts. Only the SOS has visibility into the out-of-sync records. RR/CC must therefore collaborate with the SOS and the EMS vendor to complete the manual synchronization activity. This is a time-sensitive task that puts pressure on the team that is already spread thin, to manage the voter registration database. Ongoing sync issues and the required semi-annual precinct district updates caused high workload impacts and made it challenging for RR/CC to comply with state's requirement to provide a Report of Registration (ROR) 60-days before an election, which had an original deadline of January 3, 2020. **Task Duration:** The full-time management of VoteCal sync activities took place between December 22, 2019 and January 22, 2020, prior to the Election and throughout the initial extraction, as noted above.
Creation of VBM extraction, disposition and QA scripts.	**Task Duration:** Occurred throughout the extraction period from December 29, 2010 (65 days prior to Election Day) to February 27, 2020 (5 days prior to Election Day).

Task	Frequency and Requirements
Management of other types of VBM exclusions.	Exclusion requirements required a high degree of attention and care throughout the extraction period from December 29, 2010 (65 days prior to Election Day) to February 27, 2020 (5 days prior to Election Day).
Reconciliation of Vote Center EMS and VoteCal data.	Vote Center data had to be reconciled with the EMS and VoteCal on a regular basis for worker, PollPad and VoteCal reporting purposes to function properly. **Task Duration:** Initial data extraction period throughout the Vote Center deployment and implementation periods from December 29, 2010 (65 days prior to Election Day) to March 3, 2020 (Election Day).
Quality Assurance (QA) of PollPad data and processes.	**Task Duration:** Occurred during late extraction period from February 7, 2010 (25 days prior to Election Day) to February 27, 2020 (5 days prior to Election Day)
QA of Absentee Voter (AV) extraction data.	**Task Duration:** Occurred during late extraction period from December 29, 2010 (65 days prior to Election Day) to February 27, 2020 (5 days prior to Election Day)

The automated Quality Control process to validate the VBM voters list was not thoroughly tested before use.

An urgent and pressing timeline to extract data and provide to the VBM vendor as well as competing high priority tasks resulted in a triage approach using a custom script to meet the necessity to extract CD25 separately. After a brief consultation with the EMS vendor, RR/CC modified a 2018 script provided by the EMS vendor to complete the extraction. The EMS vendor also provided performance suggestions to help enable the script to extract the more than 3.5 million voters.

The script was modified by RR/CC IT staff to:

- Address an issue with the EMS's inability to export a large number of voters in the extraction
- Execute the CD25 exclusion
- Log all extracts (to easily accommodate Quality Control (QC) process)

Although the script functioned well, and the extracts passed initial data-validation checks and manual inspections, there was insufficient time and resources to fully test and validate the scripts to ensure accurate functionality. This resulted in the failure to detect the exclusion of the 17,000 voter records later identified which led to the late mailing of ballots.

An overly aggressive Quality Control process filtered voters.

Additional filter criteria were added to mitigate potential risk factors to prevent the mass VBM extraction (not including CD25 voters) from extracting VBM records for:

- Cancelled voters – an issue discovered in the EMS in which it prevents suspension of cancelled voter VBM records.
- CD25 voters who had already been processed in the separate CD25 extraction to prevent duplicate ballots.

It was this QC process that inadvertently excluded voters from the initial extract.

Since the EMS does not have a QA process to validate extract lists, the IT resource tasked with creating the extract script also had to create the automated QA process to validate the script. Although automated QA/QC validation is a simple concept, it requires specialized SQL skills to write, edit, manage, relate multiple databases, as well as implement QA scripts and processes to ensure the integrity of the data. The IT team lacks resources to immediately peer review and create specialized scripts to ensure the validity of the data prior to implementation in Production because of resource shortages.

Quality Control validation was executed late.

Quality Control processes that involve validation with the VBM vendor are difficult to execute in an active election with many pending print jobs. Furthermore, the EMS does not have formal processes to validate the VBM extracts. When an extraction is completed, the EMS only reports the number of lines in an extraction, which can be any part of a voter's information or data (e.g., name, address, etc.) instead of confirming that the correct voters were extracted. Likewise, the number of lines in an extract is also the only method of validation with the VBM vendor. Although the current custom extraction script can perform in-line validation that the correct voters were extracted, that expanded functionality wasn't implemented in time for the initial extraction.

RR/CC IT staff developed informal QC processes to validate, identify and potentially recover voter records missed from all extracts. However, this QC process is manually intensive as it requires editing and combining multiple extract files. Because of resource constraints and competing priorities, the QC processes was not executed early enough in the process to allow quicker identification and response to this issue.

Root Cause Analysis

Table 19. Board Motion Item 4 Root Cause Analysis

Issue	Root Cause
The addition of CD25 special election disrupted the election calendar and required custom processes and workarounds.	The late insertion of the CD 25 election into the existing Primary Election Calendar cascaded events which opened election processes to failure risks.
The EMS did not provide the necessary functionality to exclude districts and ballot types required for this election.	New circumstances arose during the Primary Election that required excluded districts, ballot types and custom workarounds in the script to accomplish these tasks.
Lack of quality control validation within the EMS to control quality control (QC) processes required custom QC script to be written by RR/CC for each situation.	Insufficient resources were available to peer review specialized domain scripts. There was also an urgent and pressing timeline to extract data to the VBM vendor as quickly as possible.
Reliance on informal and manually intensive QC processes increases risk when workload gets heavy.	Workload issues throughout the election caused lack of available specialized resources to conduct manually intensive QC processes earlier in the process.
Competing demands for specialized resources and resource shortages required triage processes.	The lack of automatic synchronization between VoteCal and DIMSnet is a recurring challenge and RR/CC encounters issues every election. The manual synchronization requires very specialized skillset and analyst time.

Appendix to Item 5. Determine how 3 cities and other smaller precincts were not included for Measure FD

Description of the Issue

The Consolidated Fire Protection District of the County of Los Angeles received approval on December 3, 2019, to place a measure for an annual parcel tax (Measure FD) on the March 3, 2020 Presidential Primary Election ballot. Fire District administrators contacted RR/CC on September 30, 2019, requesting a cost estimate for possible consolidation[1]. In order to generate the cost estimate, RR/CC requested geographical information from the Fire District and received in response a list of cities. RR/CC noted differences between the list provided and the makeup of the District in the County's geographic information system (GIS) data. RR/CC communicated these differences to the Fire District on October 4, 2019, highlighting the cities contemplated in the cost estimate. Following the December 6, 2019 consolidation deadline, two additional cities were activated and added to the District in the GIS system. The consolidations for the election were then regenerated to include all listed cities.

On the afternoon of February 3, 2020, as a result of a City of Pomona voter inquiry, it was determined that Vote by Mail (VBM) ballots for City of Pomona voters did not include Measure FD. Over the next several days, it was determined that some voters in the City of Hawthorne, the City of Calabasas and the City of Signal Hill were also issued voting materials that did not include the FD measure.

In response, RR/CC took corrective action by:

- Contacting the Fire District to review the provisions and boundaries associated with parameters the tax measure (e.g., district GIS mapping, voter eligibility, etc.)
- Working with the County's VBM vendor to produce and mail a supplemental ballot to all voters who were missing the tax measure from the original material between February 7 and February 14, 2020
- Loading the corrected ballot style onto all Ballot Marking Devices (BMDs) prior to deployment to Vote Centers
- Executing 20,065 email notifications and 15,581 robocalls to affected voters

Summary totals of voters who should have received Measure FD but did not:

- 64 election precincts
- 59,093 VBM voters

A post-election analysis of the response rate for Measure FD compared to a similar contest, Measure R, found that approximately 8% more voters voted on Measure R than Measure FD.

- In affected city, Hawthorne, 74% of VBM voters cast a vote Measure FD; in comparison, 82% of VBM voters cast a vote on Measure R

[1] Consolidation is the holding of multiple contests in multiple jurisdictions at various levels of government in the same territory on the same date.

- In affected city, Pomona, 76% of VBM voters cast a vote on Measure FD; in comparison, 84% of VBM voters cast a vote on Measure R

Table 20. Comparison of Measure FD and Measure R Votes Cast in Affected Cities

City	FD Votes Cast	R Votes Cast	VBM Ballots Returned
Hawthorne	4,805	5,310	6,456
Pomona	7,438	8,238	9,799

Current boundaries of the Los Angeles County Fire District were not validated.

The last time the Fire District had an election was in June 1997. Since then, the District has added more cities, but RR/CC was not aware of these additions.

When the District was authorized to have a measure on the ballot for the March 2020 Election, it provided a list of the incorporated cities that would have the right to vote on their contest. RR/CC queried the DIMSvoter database for a list of cities that were part of the Fire District. The list included the cities of Pomona and Hawthorne because portions of each are in the Fire District. However, the list did not indicate whether all or part of a city belonged to the District and a visual verification of the Fire District's existing boundary in the GIS system was not completed. Visual verification would have shown that only small parts of the cities of Pomona and Hawthorne were activated and corrective action was needed.

RR/CC's standard Quality Control (QC) process to review ordinances was deficient.

The deadline for jurisdictions to request placement of a measure on the March 3, 2020 Presidential Primary Election ballot was December 6, 2019 (e-88). Generally, jurisdictions contact RR/CC many months prior to the date of the election to coordinate and ensure all standard and/or necessary steps are taken. This includes submitting requests for a specific letter designation for the ballot measure or a joint review of resolutions, ordinances, enclosures, and other documents.

With Measure FD, the process began later than usual. A list of cities provided by the Fire District was used to prepare for the election. The list was initially considered sufficient for GIS and ballot layout purposes. However, it was later determined that the list was different from the subsequent ordinance, which affected voter participation. Although RR/CC reviewed the ordinance as part of its QC process, the review was deficient.

Root Cause Analysis

Table 21. Board Motion Item 5 Root Cause Analysis

Issue	Root Cause
Current boundaries of the Los Angeles County Fire District were not validated.	DIMS query for Fire District cities incorrectly identified inclusion of the entire City of Pomona and City of Hawthorne when only portions were activated. The query did not indicate whether all or only parts of the cities were included in the District. A visual verification of the existing boundary of the Fire District was not done with the GIS system.

Issue	Root Cause
RR/CC's standard QC process to review ordinances was deficient.	While a QC process was completed, it was subpar given a critical resource gap.

Appendix to Item 6. Discrepancies between official publications of Vote Center locations and actual/final Vote Center locations

Description of the Issue

Vote Center recruitment continued, and some locations provided verbal agreements to be a Vote Center, but then declined after published materials were mailed.

RR/CC provided three main sources of information to the public about Vote Centers for the March 2020 Election. These sources are described below:

- **Vote Center Locator Tool:** The online Vote Center Locator Tool was activated on LAVote.net on January 24, 2020. At the time of publishing, the Locator Tool included 902 confirmed Vote Centers.
- **Vote Center Booklet:** During the week of February 7-14, 2020, RR/CC mailed to every Postal Patron in Los Angeles County (3,583,796 addresses) a Vote Center Booklet that included a list of 902 confirmed Vote Centers. The front cover of this publication included this prominent message: *"Vote Centers are subject to change. Please visit **LAVote.net** for the most up-to-date list of Vote Centers in L.A. County."*
- **Vote Center Post Card:** During the period of February 14-17, 2020, RR/CC mailed to every registered voter in Los Angeles County a personalized Post Card listing the six Vote Centers closest to their residence. Just below the list of the six closest Vote Centers, this publication contained this message: *"Vote Centers are subject to change. **Please visit LAVote.net for the most up-to-date list of Vote Centers in L.A. County**."*

Recruitment of Vote Center locations continued until the beginning of the voting period, resulting in a total of 978 fixed Vote Centers operating during the voting period. Five Vote Centers were included in the Extended Hour Vote Center program, which provided five Vote Centers throughout the County that were open continuously for a the 24-hour period prior to Election Day. In addition to the 978 fixed Vote Centers, RR/CC deployed 13 Mobile and Flex Vote Centers throughout the County that targeted specific voting audiences and large-scale events, respectively.

After mailing the Vote Center Booklet and Vote Center Post Card:

- 78 additional Vote Centers were recruited
- Two previously confirmed Vote Centers declined to participate
- Four previously confirmed 11-day Vote Centers reduced their duration to 4 days

These changes resulted in a net increase of 76 actual Vote Centers, and a reduced duration for four Vote Centers when compared to the information in printed materials.

The Vote Center Locator Tool was updated daily to reflect additional Vote Center locations as they were confirmed, and to reflect changes to previously confirmed locations. The Vote Center Locator Tool also was updated with minor corrections (e.g., minor updates to location name, street abbreviation). The Vote Center Booklet and Post Card encouraged voters to check the Vote Center Locator Tool for the most updated information.

Some Vote Centers did not open as scheduled.

Of the 232 Vote Centers scheduled to open on February 22, 2020, 199 (86%) opened as scheduled. The remaining 33 locations were all open for voting by Monday, February 24.

On February 28, 2020, RR/CC determined that 165 (22%) of the 744 Vote Centers scheduled to open on February 29, the first day of voting for 4-day Vote Centers, would not be able to be open by 8:00 am. To help ensure voters would not go to a location that was not ready to serve voters, RR/CC immediately removed those locations from the Vote Center Locator Tool. Those locations remained unviewable on the Vote Center Locator Tool until it was confirmed that they were open and ready for voters. All locations were open for voting and viewable on the Vote Center Locator Tool by March 2.

Posters redirecting voters to alternate locations were erroneously mailed to some Vote Centers.

On February 26, RR/CC mailed a poster to every polling place from the 2018 General Election that was not participating as a Vote Center in the March 2020 Election. The objective was to provide messaging and direction to voters who may go to their "traditional polling place" and find that it was no longer a polling place. A total of 2,018 posters were issued to those former polling places with a letter asking that location to place the poster near the entrance of their location.

Of the 2,018 posters issued, 15 posters were mistakenly issued to locations that were, in fact, serving as a Vote Center for the March 2020 Election. One location understood the poster to mean that they were no longer to serve as a Vote Center. This location did not open as scheduled. Once this issue was known, RR/CC communicated with the location and it was ultimately opened.

Root Cause Analysis

Table 22. Board Motion Item 6 Root Cause Analysis

Issue	Root Cause
Vote Center recruitment continued, and some locations declined, after published materials were mailed.	Challenges recruiting Vote Center locations resulted in a recruitment period that was longer than planned. As with Polling Places in previous elections, Vote Centers may become unavailable for a variety of reasons that are outside the control of RR/CC and, in some cases, the facility itself. The movement of the California Presidential Primary Election from June to March provided additional challenges. A truncated timeframe to complete the required Vote Center assessments/recruitment and going through the property approval process affected operations.
Some Vote Centers did not open as scheduled.	Vote Centers may not open on time for a variety of reasons (e.g., facility staff do not unlock site on time, equipment/materials are delayed, Election Workers are delayed).

Issue	Root Cause
Posters redirecting voters to alternate locations were erroneously mailed to some Vote Centers.	The confirmed Vote Center list is maintained in a spreadsheet outside of the Election Management System (EMS). The prior polling places list is maintained in the EMS database. The information captured about Vote Centers in these two systems is slightly different. Identifying locations that should receive posters requires matching current Vote Centers in the spreadsheet against previous polling locations stored in the EMS. Fifteen locations with information that was slightly different in the two systems were mistakenly issued a poster stating they were not serving as Vote Centers during the March Election.

Appendix to Item 7. Problems with the 'hotline' used for voters and Election Workers to report problems to ensure adequate staffing, including callers being disconnected because of high call volumes

Description of the Issue

RR/CC maintains several work groups that take calls from voters and Election Workers during the voting period. These groups are:

- **IT Help Desk:** Takes calls from Election Workers and Field Support Technicians about technical issues. IT Help Desk is also responsible for dispatching Field Support Technicians and SWAP trucks to Vote Centers. Field Support Technicians are the roaming teams positioned around the County that are meant to go physically to a Vote Center if a technical issue arises. In case a replacement is determined, SWAP trucks with BMDs are dispatched.
- **Pollworker Services Help Desk:** Takes calls from Election Workers about non-technical issues (e.g., procedures, Election Workers, Vote Center issues).
- **Voter Help Desk:** Takes calls from voters about a variety of Election-related issues (e.g., where is my polling place, how do I register). Also takes calls from Election Workers needing accurate precinct numbers when processing CVR voters.

IT Help Desk Observations/Issues

Actual Election Day call volume for the IT Help Desk was close to estimates. Actual call durations were as expected. Actual call abandonment rates were higher than estimates.

Prior to the March 2020 Election, RR/CC analyzed similar election call data to determine the expected call volume over the 11-day voting period in February and March 2020. Based on this analysis, estimated calls per day was approximately 1,802 incoming calls for the IT Help Desk.

The 1,802 expected call volume was based on the following assumptions/estimates:

- The average call duration: 11 minutes
- The Call Center agent would require 3 minutes for incident documentation
- The Call Center has a 75% utilization rate
- Targeted 8% or less abandonment rate
- BMD and PollPad troubleshooting would be between 3% to 6%

Actual call volumes for the March 2020 Election were:

- An average of 1,077 incoming calls per day between February 22 - March 2
- 62.8% of calls handled between February 22 – March 2
- 1,578 incoming calls on Election Day
- 80.5% of calls handled on Election Day

Actual data for other IT Help Desk measures are shown below:

- The average call duration: 10.46 minutes
- The Call Center utilization rate cannot be determined by current data
- Abandonment rate: 9.18%
- Actual BMD failure rate: As of 4/17/2020 - 8.8%

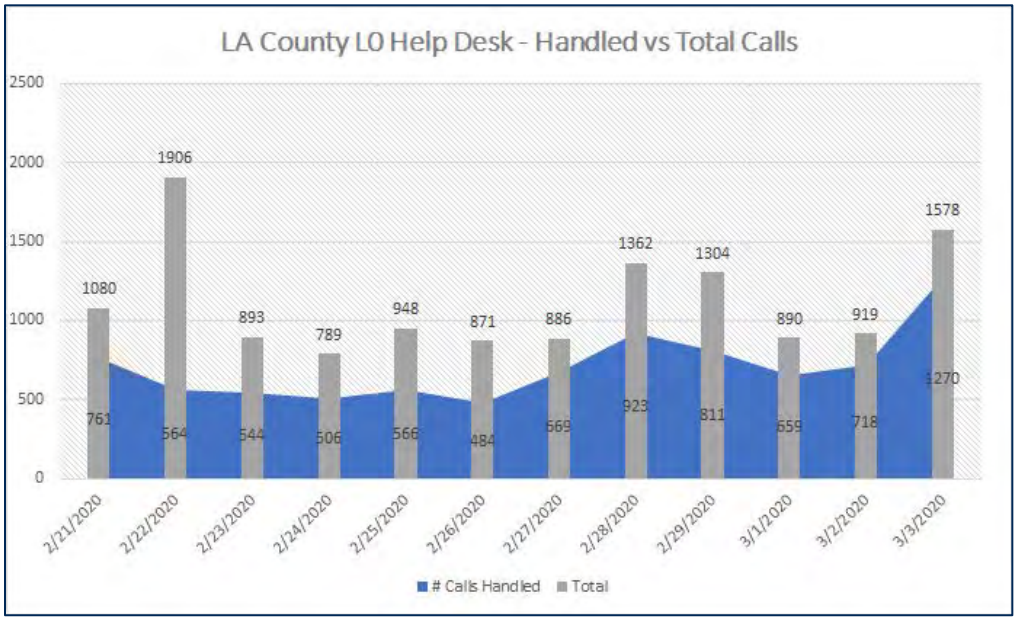
Figure 19. IT Help Desk Call Handling Estimates vs Actuals

IT Helpdesk Estimated vs Actual Call Handling								
Level	Estimated Calls a day	Actual Calls a day *	Estimated Actual handling Time (AHT)	Actual Actual handling Time (AHT) *	Estimated Abandoned Rate	Actual Abandoned Rate*	Estimated HeadCount	Actual HeadCount *
Tier 0	1802	1077	14 min	11:16 min	<8%	9.18%	70	29
Tier 1	495	192 (based on incidents)	17	N/A	<8%	N/A	156	105**
L2 Tier 1	152	179 (Based on incidents)***	12 min	6.48 min	<8%	10.68%	16	16
* Average between 2/22 to 3/3								
** Eletion Day its was 200								
*** Tier 2:Smartmatic has a separate incident managements								

The chart above depicts the estimated versus actual metrics as they relate to the Tier 0, Tier 1, and Tier 2 skill groups of the IT Help Desk. Tier 0 Call Center was responsible for the intake and initial troubleshooting of every call received for Tech Support option 6. If Tier 0 was unable to resolve the issue over the phone, the incident was escalated to Tier 1 (Dispatch), which was responsible for either dispatching Field Support Technicians or SWAP trucks to the Vote Center or escalating the incident to Tier 2. Tier 1 did not take direct calls from the Vote Centers but followed up on escalated incidents. Tier 2 was comprised of monitoring staff from AT&T in the RR/CC's Network Operations Center (NOC) and Security Operations Center (SOC), PollPads (KNOWiNK), and Smartmatic expert support.

The estimation for anticipated peak call volume and call handling time were close to the initial estimates, as shown below. There was less than optimal response to the callers because of the staffing shortages.

Figure 20. Calls Received vs Calls Handled by Level 0 Help Desk



VSAP Call Center (Option 6) took in 1,578 calls from Vote Center workers on Election Day. The longest wait times for those calls occurred between 6:00 am and 9:00 am. There were a large number of callers placed in the general queue for up to an hour. Numerous callers hung up before being routed to the Technical Support queue. The RR/CC's Call Center phones connect

to a legacy phone network using physical lines, which limits the number of simultaneous calls allowed into the call centers.

In the future, the capacity of the phone system needs to be assessed by a third-party and considerable progress should be made on cloud-based systems (such as AWS Connect) and also by directing a percentage of calls to other call centers.

IT Help Desk had an insufficient number of call takers to adequately handle incoming calls.

Based on estimated call volumes and associated assumptions, it was determined the IT Help Desk would require the following during the voting period:

- 70 Call Center agents,
- 6 Call Center supervisors,
- 6 quality assurance agents
- 2 managers

Actual staffing during the voting period, was:

- 26 Call Center agents,
- 3 Call Center supervisors,
- 0 quality assurance agents
- 1 manager

IT Help Desk staff were part of a pool of resources used for Help Desk, Vote Center deployment and field support. Initial Help Desk staffing levels, prior to beginning of Vote Center deployment, were approximately 37% of what was required. In late January 2020, the Vote Center deployment schedule was reduced from 10 days to 4 days. Although some additional contract staff were acquired to undertake deployment, the compression of the deployment period resulted in IT Help Desk staff being reassigned to deployment/setup.

The expected attrition rate for the pool of resources used for Help Desk, Vote Center deployment and field support was projected to be less than 20%. Actual attrition rate, primarily because of the changes and pressure involved with the compressed deployment schedule, was 29.23%. This further reduced the number of qualified staff available to support the IT Help Desk throughout the voting period.

Technical calls taken in other groups were not always entered into the IT Help Desk system.

Because of disparate systems being used (AskEd system used by Non-IT Help Desk and Cherwell system used by IT Help Desk), the information being routed between these two systems did not go through seamlessly. These issues are attributed to different systems being used and lack of training.

As an example, the graph below highlights the number of incidents assigned to inactive skill groups. Out of 5,818 incidents, 1,672 or 28.7% of tickets were assigned to incorrect or unstaffed skill groups.

Figure 21. Incident Assignments

Incidents per Day by Technical Support Skillgroup														
	2/21/2020	2/22/2020	2/23/2020	2/24/2020	2/25/2020	2/26/2020	2/27/2020	2/28/2020	2/29/2020	3/1/2020	3/2/2020	3/3/2020	3/4/2020	Total
Count of Created Date Time														
Administrator		2						1	4	1	1	1	9	19
Asset Management		1												1
E-CSOC (2)			2		4			3	1					10
Election Operations Center		1	4		1	5	4	4	3	1	2	4		29
Election Worker Manager								1			1			2
ePollbook Support (Level 2)				3	1	1	1	4	7	4	5	12		38
Field Support Technician (1)	1	114	109	134	119	119	151	217	215	106	132	130	1	1548
IT Vote Center Deployment			1					19				1		21
KnowInk (Level 2)		1	4	3	2	2	3	7	10	28	33	90		183
Media									1					1
Network Operations Center (2)		4	6	5	3	2	7	6	12	5	6	18		74
Pollworker Services		1	3	2	5		3	1	1	5	4	3		28
RRCC Security		40	17	11	39	15	27	32	96	61	29	50		417
Security Operations Center (2)						1	1	1	3	2	1	1		10
Service Desk				1	1	1								3
Smartmatic Support (Level 2)		4	4	12	4	4	6	8	41	81	61	83		308
Smartmatic Warranty		1	1		1	1								4
Tech Support Call Center (0)		68	80	35	48	38	48	91	117	75	73	135		808
Tech Support Dispatch (0)		140	165	105	127	125	208	345	289	247	182	264	107	2304
VOC Warehouse			3		1	1								5
Vote Center Leads									3	1	1			5
Grand Total	**1**	**377**	**399**	**311**	**356**	**315**	**459**	**740**	**803**	**617**	**531**	**792**	**117**	**5818**

Calls from Election Workers were dropped after a specified time because of caps on queue times.

RR/CC's telephone system is built on legacy platforms. The phone system lacks tracking of hold times as well as tracking the queues. These need to be reviewed by a third-party for scalability and usage tracking. RR/CC is also exploring the use of cloud-based systems (AWS Connect) for scalability.

Pollworker Services Help Desk Observations/Issues

Pollworker Services Help Desk had a significantly high volume of calls with long wait times and a high percentage of abandoned calls.

Actual call volumes for the Election were:

- An average of 1,678 calls were received per day between February 22 – March 2
- 31% of calls were handled between February 22 – March 2
- 3,476 calls were received on Election Day (March 3)
- 35% of calls were handled on Election Day (March 3)

Actual data for other help desk measures are shown below:

- Average call duration: 6 minutes
- Average wait time: 1:44 minutes
- Abandonment rate: 49%

The Pollworker Services Help Desk had a limited number of operators to adequately handle the call volume because of an insufficient number of agent IDs/licenses issued to the Section.

Pollworker Services consists of eight skills groups that receive calls during the election cycle. Each group has a unique phone number and is used for specific recruitment efforts.

Additionally, a skill group has a limited number of agent IDs to log in to the phone system. Group 7 receives incoming calls from the 800 number, which is the number that was provided to Election Workers to report issues for the March 2020 Election.

Because of an insufficient number of agent IDs for the 800 number (Group 7), the Pollworker Services Help Desk was limited in the number of operators it could assign to the call line. This resulted in callers experiencing long wait times and/or being disconnected because of high call volumes.

In previous elections, Election Workers were provided a unique phone number to call based on the Supervisorial District their polling place was assigned in. This allowed calls to be distributed throughout the entire Pollworker Services Call Center via five skill groups with 40 operators to answer calls. However, because of the new voting system and new equipment implemented for the March 2020 Election, a change to the call number was required to allow Election Workers to call a single number to report issues (procedural vs. technical). Workers were directed to call the 800 number (Group 7) and press option 6 for technical assistance or option 7 for procedural questions.

Group 7 only had 26 agent IDs issued to that group; therefore, Pollworker Services assigned 18 operators and 8 supervisors to that skill group to answer incoming calls from the 800 number for the March Election. The remaining 33 staff in Pollworker Services answered calls received in the other skill groups where the call volume was significantly lower. Although Pollworker Services had additional staff that could be assigned to answer incoming calls from the 800 number, there were no additional agent IDs available to log in to that number. Optimization of the system needs to be explored by a third party-assessment and through cloud-based systems going forward.

Voter Help Desk Observations/Issues

There were some reports of long wait times with the Voter Help Desk.

Actual calls answered for the March 2020 Election were:

- 938 calls were answered over the 10-day period before Election Day (Feb 22-Mar 2). The daily breakdown was:
  - 2/22 – 45; 2/23 – 82; 2/24 – 26; 2/25 – 37; 2/26 – 42; 2/27 – 43; 2/28 – 53; 2/29 – 156; 3/1 – 157; 3/2 – 297
- 1,225 calls were answered on Election Day.

Note: The Department's legacy phone system cannot provide verifiable data for wait times and call abandonment for the Voter Help Desk call center.

Callers experienced longer-than-expected wait times because of extraordinary operational and technical issues. Issues included:

- Because of system issues and detailed researching of voter problems
- Non-responsive or very slow Election Management System
- Addressing non-election related inquiries
- Delayed hiring of staff which resulted in inadequate training period
- Use of multiple systems to provide voter information (AskEd Help Desk/DIMS)

- Assisted voters to navigate the new Interactive Sample Ballot (ISB) on the website
- Assisted Military and overseas voters to locate and print ballot pages online
- Vote Centers were not opened as listed on some outreach material
- Inquiries about long lines
- Voters information could not be located on the PollPad and voters were upset that they had to vote provisionally
- Insufficient service at curbside for voters with disabilities
- Paper jams and inoperable equipment
- Vote Center staff could not get through to IT Support

Root Cause Analysis

Table 23. Board Motion Item 7 Root Cause Analysis

Issue	Root Cause
IT Help Desk	
IT Help Desk had insufficient number of call takers to adequately handle incoming calls.	Shared pool of resources supporting Help Desk, and field support was shifted to deployment because of compressed schedule, and experienced higher than expected attrition, further reducing available staff for Help Desk.
Technical calls taken in other groups were not entered into the IT Help Desk system.	Call takers in other call centers were not properly trained on call transfers/ticket-taking for technical calls. Inconsistent and disparate procedures across call centers.
Calls from Election Workers were dropped frequently	The legacy system lacks tracking of queue time and wait times. This needs third party assessment.
Pollworker Services Help Desk	
Pollworker Services Help Desk had a significantly high volume of calls with long wait times and a high percentage of abandoned calls	No analysis or projection of call volume was conducted prior to the beginning of the voting period.
The Pollworker Services Help Desk had a limited number of operators to adequately handle call volume.	Insufficient number of agent IDs for the 800 number (Group 7), limited the number of operators could be assigned to the call line.
Voter Help Desk	
There were some reports of long wait times with the Voter Help Desk.	The Department's legacy phone system does not provide verifiable data for wait times and call abandonment for the Voter Help Desk.

Issue	Root Cause
	Callers experienced longer than expected wait times because of extraordinary operational and technical issues.

Appendix to Item 8. An assessment of the set-up at Vote Centers, deployment of resources and availability of staff at the Vote Centers

Overview of Vote Center Recruitment, Placement and Deployment

Vote Center Recruitment and Placement

The process to identify potential Vote Centers included an engagement in 2018 with Placeworks, a contractor that specializes in geospatial analysis. This engagement produced a database of 2,000 potentially suitable locations compiled from grassroots community meetings, public suggestions through an online portal, and ground truthing activities conducted by Placeworks. Sites deemed potentially suitable reported they were large enough to house the minimum number of voting units and had the infrastructure capable of running the voting equipment during a short interview with Placeworks staff.

Potentially viable sites fell into two main groups – private facilities and public facilities. The private facilities category consisted of places of worship, shopping centers, entertainment venues, museums, etc. The public facilities categories consisted of recreation centers, parks, schools, colleges/universities, senior centers and other government facilities. They may be State, County, city, school/college district or special district facilities.

RR/CC and its vendor partner AT&T conducted detailed assessments of each potential location to ensure requirements were met for accessibility, electrical power capacity and network connectivity.

To ensure equitable distribution of Vote Centers across the County, geographical boundaries called service areas were created. A target number of Vote Centers at a target size and duration (4-day, 11-day) was established for each service area (SA).

When identifying potential Vote Centers, RR/CC considered the requirements of the Voter's Choice Act, including:

- Geographic distribution of registered voters
- Proximity to public transportation
- Communities with historically low Vote by Mail usage
- Population centers
- Language minority communities
- Voters with disabilities
- Communities with low rates of household vehicle ownership
- Low-income communities
- Communities of eligible voters who are not registered to vote and may need access to same day voter registration
- Geographically isolated populations, including Native American reservations
- Access to accessible and free parking
- The distance and time a voter must travel by car or public transportation
- The need for alternate methods for voters with disabilities for whom Vote by Mail ballots are not accessible to cast a ballot
- Traffic patterns near Vote Centers and ballot drop-off locations

- The need for mobile Vote Centers in addition to the number of Vote Centers established.
- Vote center location on a public or private university or college campus.

Initial Vote Center recruitment was delayed because of a number of factors including the delayed implementation of a tracking system, the late establishment of recruitment boundaries, lack of an official facility use agreement, uncertainty of site criteria prioritizations, and a lack of fully assessed sites. Once recruitment could be delayed no longer, initial recruitment efforts proved too slow to meet required targets. Organizational changes were made to support the efforts and speed up successful recruitments.

Vote Center recruitment was undertaken by a variety of RR/CC staff taken from other roles and assigned as Account Managers to supplement the staff already selected for the efforts. The revamped recruitment entailed “cold calling” facilities, gaining consent to participate, preparing facility agreements, scheduling a series of appointments, providing ongoing communication, and resolving issues with facility contacts. This team, too, struggled to meet targets, requiring substantial assistance from the RR/CC executive management team to assist in garnering assistance from other public agencies and locate sites in difficult to recruit areas. The team was also hampered by the holiday season, making it very difficult to reach decision makers at the facilities who could sign the required facility agreements.

Vote Center Formula

The minimum required number of Vote Centers is prescribed by Election Code Section 4007. For the March 2020 Election, the legally required minimum number of Vote Centers was as follows:

- 912 Vote Centers total
- 182 11-day Vote Centers (20%)
- 730 4-day Vote Centers (80%)

Understanding the unique needs of the voters of the County, RR/CC felt that meeting the legal minimum would not adequately serve the population and set the following goals:

- 1,000 Vote Centers total
- 250 11-day Vote Centers (25%)
- 750 4-day Vote Centers (75%)

RR/CC provided the following actual Vote Centers during the March 2020 Election:

- 978 Vote Centers total
- 233 11-day Vote Centers (24%)
- 744 4-day Vote Centers (76%)
- 3 Mobile Vote Centers
- 10 Flex and Pop-Up Vote Centers
- 5 Extended Hour Program (24-hour) Vote Centers

The number of actual Vote Centers by size (in terms of the number of BMDs at each site) along with duration (11-day or 4-day) are shown below:

Figure 22. Vote Centers by Size and Voting Period Duration

Vote Center Size (# of BMD's Per Vote Center)	Total Vote Centers*	11 Day Vote Centers	4 Day Vote Centers
Extra Large (55 BMDs - 100 BMDs)	67	27	40
Large (35 BMDs - 50 BMDs)	110	32	78
Medium (20 BMDs - 30 BMDs)	364	51	313
Small (10 BMDs -15 BMDs)	295	46	249
Petite (5 BMDs)	142	77	65
Grand Total ***	978	233	745

**Note: This table includes fixed Vote Centers and does not include Mobile, Flex or Pop-up Vote Centers.*

Vote Center Deployment

Vote Center deployment happened in eight stages. Those stages were:

1. POD deliveries
2. Equipment deliveries to PODS or rooms
3. Equipment set up
4. Network establishment
5. Actual voting at Vote Centers
6. Equipment break down
7. Equipment pick up from PODS or rooms
8. POD pick ups

POD containers were used to reduce the window of time that a Vote Center would need to provide their valuable rooms. By placing the containers on the property, the interior space was not needed until closer to opening of the site. Equipment could be securely stored in the container instead of in their facilities, allowing more facilities to agree to participate.

RR/CC employed a transportation vendor to deliver equipment and supplies to Vote Centers. In some locations, equipment and supplies were stored in the facility. In others, equipment and supplies were stored in POD storage units either in the parking lot of the building or elsewhere on the property. Approximately 507 unique Vote Center locations used 646 PODS to store equipment and supplies.

Figure 23. POD Assignment and Vote Center POD Usage

# of PODS Assigned	Vote Center POD Usage by Vote Center	% of Vote Centers
0 PODS Used	471 VCs Didn't Use PODS	48.2%
1 PODS Used	393 VCs Used 1 POD	40.2%
2 PODS Used	91 VCs Used 2 PODS	09.3%
3 PODS Used	21 VCs Used 3 PODS	02.1%
4 PODS Used	2 VCs Used 4 PODS	00.2%
978 Vote Centers Total		

PODS began arriving at Vote Centers on February 4, 2020. The transportation vendor began placing equipment into those PODS on February 10, 2020.

Vote Center set-up for 978 sites started on February 19, 2020 and was completed on March 2, 2020.

The deployment process, meaning Vote Center set-up and support, required approximately 1,099 staff obtained from within RR/CC, through staffing contracts, through our partners (AT&T, Smartmatic), and from other County departments. The process utilized 317 trucks/vehicles. The operation also required the use of three warehouses, two truckyards, and a deployment center to prepare and deploy the required materials.

Post-election, all the materials and equipment were disassembled, packed and returned to the PODS or placed back in the designated location for the transportation vendor to access and retrieve the supplies. At that time POD collection process began.

Observations/Issues

Deployment of some Vote Centers was not completed as scheduled, resulting in sites not being open to serve voters as communicated.

Of the 232 Vote Centers scheduled to open on February 22, 2020, 199 (86%) opened as scheduled. The remaining 33 locations were all open for voting by Monday, February 24.

On February 28, 2020, RR/CC determined that 165 (22%) of the 744 Vote Centers scheduled to open on February 29, the first day of voting for 4-day Vote Centers, would not be open by 8:00am on that day. To help ensure voters would not go to a location that was not ready to serve voters, RR/CC immediately removed those locations from the Vote Center Locator Tool. Those locations remained unviewable on the Locator Tool until it was confirmed that they were open and ready for voters. All 165 locations were open for voting and viewable on the Locator Tool by March 2.

The factors contributing to Vote Centers not being open as scheduled are discussed in the Root Cause section below.

RR/CC has inadequate staffing, experience and resources for deployment at this scale.

The combination of the shorter deployment timeframe, variability in the size of Vote Centers, last-minute confirmation of Vote Centers, the use of PODS to store equipment and supplies,

and the number of qualified staff makes the current Vote Center deployment model unsustainable. RR/CC does not have the capacity, expertise or tools to conduct a deployment of this magnitude effectively.

Staff working back-to-back shifts without enough rest periods leads to safety concerns. Vote Centers not being open as communicated results in voter complaints. Visibility into completion of Vote Center set-up, which was expected to happen through self-reporting by deployment teams, was limited as teams were under significant time pressure to complete set-ups. Operating SWAP trucks for 11-day Vote Centers needing to replace inoperable equipment or provide missing supplies put further pressure on Field Support Technicians who were still setting up 4-day Vote Centers.

The overall lack of experience and requested resources in this kind of deployment resulted in inefficiencies in many operations, causing staff and managers to resort to sustained efforts to complete deployment while still unable to ensure quality and effectiveness. The reduced time frames also placed a strain on the equipment delivery vendor to meet the demand of delivering equipment to 978 Vote Centers in just a few weeks.

On set-up day, some sites were not able to accommodate the planned number of BMDs.

Sometimes during the set-up process, staff would identify that only a portion of the equipment on site could be set up. For example, some portion of rooms were discovered to be unusable (e.g., contained an immovable piece of furniture or other obstacle), and therefore the deployment team would set up only the number of BMDs possible, not the number intended. While not frequent, in some cases, this reduced the number of BMDs from 10 down to 2 or 3, depending on the size and shape of the room.

There are insufficient tools in place to manage Vote Center recruitment, placement and deployment.

The existing Election Management System, DIMS, is not capable of handling the complexities of the tasks involved in recruiting, placing and tracking 1,000 Vote Centers that are open for 4 and 11 days.

Recognizing the limits of DIMS, RR/CC attempted to use other tools for this effort. After hitting a data limit on SharePoint for live spreadsheets, there was no tool other than 20 disparate Excel spreadsheets that needed to be reconciled at the end of each day and cleaned. The Lead Account Manager also needed to consolidate the data upon request, supervise the recruitment process, change strategies as issues arose, help ensure achievement of targets, and report out on a regular basis. Using a complex series of spreadsheets was inadequate for completing and tracking tasks. Providing visibility into which Vote Centers had been successfully recruited in each service area was a manual process. Accurate reports were not readily available for management decision-making or for communication of fundamental Vote Center information within RR/CC or with partners.

Without a unified and dedicated Vote Center management tool, it was difficult to ensure that all needed assessments (e.g., accessibility, power, data connectivity) had been completed on the specific room in a facility slated to serve as a Vote Center. This resulted in power and data connectivity assessments being conducted very close to deployment and, for a small number of sites, assessments not completed.

Using multiple systems during the Vote Center deployment process resulted in continuous manual updates to locations, addresses, and room names coming from the Vote Centers, and systems were out of sync. In the case of systems where a vendor hand-off was needed, the information in those systems could be 48 hours behind. With each system at a different state of lag, ensuring that deployment teams went to the right location according to schedule was challenging.

While RR/CC did work to implement PollChief, a database that organizes communications and logistical details for Vote Centers and Election Workers, the system was procured after Vote Center recruitment was well underway. Ultimately the effort did not have sufficient funds to cover the customization work required to make the tool effective. While productive work was completed, further development on Poll Chief was suspended during the March 2020 Vote Center recruitment cycle.

Account Manager team was created through short-term assignments of staff without relevant experience.

The Account Manager role was envisioned to be the one point of contact responsible for building a strong relationship with Vote Center facilities and communicating important information related to Vote Center operations – equipment delivery, Vote Center set-up, voting period, breakdown and equipment pick-up.

The group of Account Managers was a combination of hired staff and short-term commitment staff borrowed from various sections in the Department. The staff had varying levels of skills and some had no prior elections or customer-service experience. There was no formal training for this team, and policies and directions changed frequently to adapt to new information and priorities/challenges.

Many public facilities initially declined to participate even though the Elections Code mandates their participation as a Vote Center. Some minimized room size or duration.

Despite citing specific authorization outlined in the California Elections Code, there were public facilities that declined requests for use. Many of them required approvals from top management that caused delays and significant pushback. Public facilities asked for a reduction in the voting period from 11 days to 4 days to lessen the impact on their programming. RR/CC received tremendous resistance from school principals and superintendents, citing student safety and conflict with activities as primary reasons. Other city-owned facilities such as recreation centers and senior centers had scheduled programming, some were federally mandated programs, which minimized availability.

In many cases, to reach a compromise and secure an agreement, the Account Manager settled for a smaller room within the same facility, or an alternate facility close to the requested site. There were public buildings that accommodated the request, however, they granted limited access for set-up in many cases late afternoon or evening access. There was a peak in set-up appointments on the two days leading up to the start of the voting period that had a direct impact on capacity to complete the set-up operations.

Only 42% of private sites contacted to be a Vote Center agreed to serve as one.

A total of 644 private sites were contacted to host the March election. Of this number, RR/CC secured agreements with 271. The other 373 sites declined, never responded or did not accept the terms of the agreement. The primary reason for decline was pre-scheduled events. Private facilities earn revenue through rentals for events such as, parties and conferences. These events are normally booked several months, even more than a year, in advance. Another reason for the inability to use these sites was that RR/CC could not pay the rental fee. Private sites ask for high rental fees above RR/CC's maximum budget allocation for facility use. Some sites declined participation because they did not agree to the terms of the agreement, such as providing free parking for voters, or the liability clause that would make them accountable for any damage to the voting equipment.

The timeframe for Vote Center deployment was compressed to reach agreements with Vote Centers but caused significant operational challenges.

Vote Center set-up was planned to occur up to 10 days prior to the beginning of the voting period for each location. Breakdown of Vote Centers and removal of equipment was also planned for approximately 10 days after Election Day. This meant that the room designated as the Vote Center could be occupied by the County for up to 31 consecutive days. Many potential Vote Center sites declined to serve as Vote Centers because of this long duration. In order to increase the number of sites agreeing to participate, the period for deployment was reduced to 3 days prior to the beginning of voting, and 4 days after Election Day for a total of 18 days. Because of the amount of work required for setup of the equipment, the deployment period we increased from 3 days to 4 days.

A significant and sudden increase in staffing for deployment was required to execute this schedule. Staff was obtained through contracts and through vendor partners.

Root Cause Analysis

Table 24. Board Motion Item 8 Root Cause Analysis

Issue	Root Cause
Deployment of some Vote Centers was not completed as scheduled, resulting in sites not being open to serve voters as communicated.	Vote Centers did not open as planned for a variety of reasons, some of which were outside the control of RR/CC. These include: ▪ Site declined after publication of communications to the public about Vote Center locations. ▪ Site reduced number of days to serve as a Vote Center after publication of communications to the public about Vote Center locations. ▪ Poster sent to the site in error indicating that the site was not a Vote Center ▪ Site did not unlock facility on time for equipment delivery and/or set-up ▪ Election Worker/Lead staffing shortages Some causes were within RR/CC's control. These include:

Issue	Root Cause
	▪ Equipment not delivered to site on time by deployment team ▪ Equipment not set up on time by deployment team ▪ Equipment malfunctions ▪ No network connectivity ▪ Supplies missing (either not provided or locked in PODS) ▪ Lack of Regional Distribution Centers ▪ Inadequate numbers of Troubleshooters to provide additional supplies as needed. ▪ Access to equipment prevented or delayed because POD location (i.e., POD far from site, physical obstacles between POD and site)
RR/CC has inadequate staffing, experience and resources for deployment at this scale.	RR/CC has not undertaken a deployment of this kind and additional expertise and resources are required to do this effectively. There were two deployments: ▪ 11-day Vote Centers – February 19, 2020 through February 23, 2020 ▪ 4-day Vote Centers (including 24-hour Vote Centers) – February 26, 2020 through March 2, 2020 The deployment of voting equipment, supplies, and staff to 978 Vote Centers had never been done by any County prior to March 2020. RR/CC did not have the experience in logistics operations at this scale. RR/CC requested additional staffing based on their staffing analysis, which included time and motion studies, historical Call Center data, historical attrition rates, site unavailability rates, and industry standards. However, because of a budgetary cap on the staffing contract, which was in place prior to the implementation of the compressed deployment schedule, there were insufficient resources to staff to the scale required. Therefore, RR/CC utilized other means, such as other County departments and city agencies to obtain staff.
Placement of Vote Centers resulted in some geographical areas being more densely populated with Vote Centers, while others were more sparsely populated.	Challenges in recruiting Vote Center sites at the needed size and in the needed geographical location resulted in areas with fewer sites than planned, and in areas with more sites than planned.
On set-up day, some sites were not able to accommodate the planned number of BMDs.	Incomplete information from Vote Center sites about room details, or changes to the actual room, sometimes resulted in less space for BMD set up than originally planned.

Issue	Root Cause
There are insufficient tools in place to manage Vote Center recruitment, placement and deployment.	PollChief was procured, but too late in the recruitment cycle for March 2020. Lack of budget and time resulted in work to customize PollChief being discontinued.
Account Manager team was created through short-term assignments of staff without relevant experience.	The workload and required skills of Account Managers were not well known at the time the team was assembled. There is a much better understanding now of the need for continuity in staff and well-developed sales and account management skills.
Many public facilities initially declined to participate even though the Election Code mandates their participation as a Vote Center. Some minimized room size or duration.	Recruiting started late in 2019, and many public sites already had events/programming in place for potential Vote Center facilities. Cancelling events/programming is problematic for the public entity and its customers. expecting sites to comply.
Only 42% of private sites contacted to be a Vote Center agreed to serve as one.	Private sites declined primarily because of having events already scheduled. Some sites did not agree to the terms of the Vote Center Agreement.
The timeframe for Vote Center deployment was compressed to gain agreements with Vote Centers but caused significant operational challenges.	As noted above, recruiting started late in 2019, and many public sites already had events/programming in place for potential Vote Center facilities. Compromises were reached to reduce the amount of time needed in the room to gain site agreement to participate.

Appendix to Item 9. Identify all of the technical issues, including IT/internet connectivity and inoperable voting machines

Overview of Voting System

Ballot Marking Devices

RR/CC deployed 23,104 Ballot Marking Devices (BMDs) across the County at 978 Vote Centers for the March 2020 Election.

The BMDs are not connected to the Internet in any way. (Technical issues and IT/Internet issues related to PollPads are discussed in Section 1. Excessive wait times that may have been a result of technical issues from the check-in process.)

BMDs were deployed in Vote Centers in the configurations shown below:

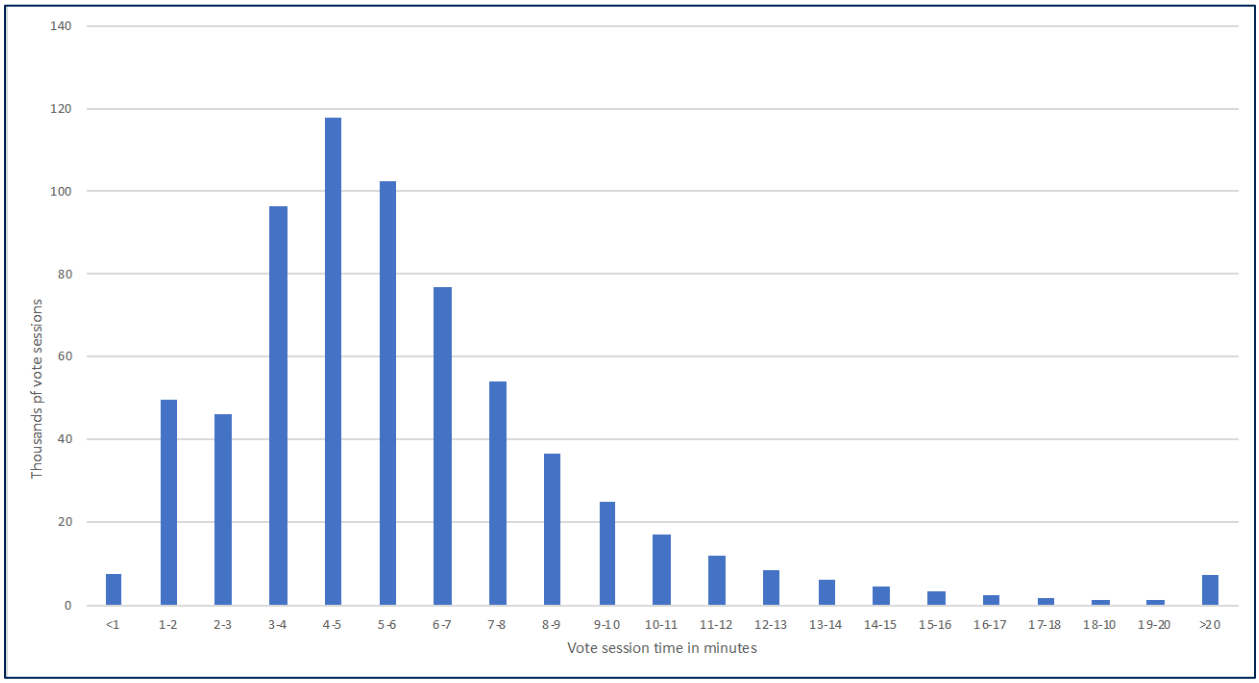
Figure 24. Vote Centers, BMDs, and ePollbook Counts

Vote Center Size	# of BMDs per Vote Center	# of ePollbooks per Vote Center	# of Vote Centers	% of Total Vote Centers
Petite	5	2	142	15%
Total Petite:			**142**	**15%**
Small	10	3	235	24%
	15	4	60	6%
Total Small:			**295**	**30%**
Medium	20	5	132	13%
	25	6 / 7	113	12%
	30	8	98	10%
Total Medium:			**343**	**35%**
Large	35	9	37	4%
	40	10	67	7%
	45	12	8	0.8%
	50	13	19	2%
Total Large:			**131**	**13%**
Extra Large	55	14	11	1.1%
	60	15	14	1.4%
	65	16 / 17	15	2%
	70	18	2	0.2%
	75	19	11	1.1%
	80	20	5	0.5%
	85	22	7	0.7%
	100	17 / 25	2	0.2%
Total Extra Large:			**67**	**7%**
	Grand Total		**978**	**100%**

BMDs served nearly one million voters during the voting period (995,553 total check-ins at Vote Centers), with 73% of those occurring on Election Day.

On average, voting sessions took 6 minutes and 17 seconds on Election Day, with the following distribution:

Figure 25. Vote Session Duration



During the voting period, 1,584 incident tickets were logged with the Level 2 Help Desk. This Help Desk was responsible for troubleshooting BMD issues that could not be resolved by the IT Help Desk (Level 1). Callers to the Level 2 Help Desk were typically Field Support Technicians, Troubleshooters and Vote Center Leads.

Of the 1,584 incident tickets logged, 169 were resolved and 1,415 resulted in a BMD being taken out of service because it could not be repaired in the field. 91% of the BMDs taken out of service were the result of a faulty printer gear. The remaining BMDs removed from service were for a small number of other reasons (e.g., a bar code reader issue or touchscreen malfunction).

In some cases, a BMD may have been taken out of service because the caller was not able to successfully work with the Level 2 Help Desk to resolve the issue. In cases where the caller had insufficient time or technical proficiency to clear BMD issues during the call to the Level 2 Help Desk, issues remained unresolved and the BMD was taken out of service.

When a BMD was taken out of service, the BMD was scheduled for replacement. Replacements (called “swaps”) were made once a certain threshold of required replacements was reached at a Vote Center. The threshold for dispatching replacement BMDs was on a sliding scale depending on Vote Center size.

The replacement threshold for BMDs was established to be 25%. As long 75% of the BMDs originally allocated to a Vote Center were working, the threshold was not reached, and a swap was not initialized. This is a setting in the incident management system and the system prompts the IT Help Desk to initiate the BMD swap as soon as the threshold is reached. In the absence of any historical data (as March 2020 was the first time BMDs were used), this threshold was based on lessons learned in the Mock Election and Pilot Elections conducted in 2019.

736 BMDs were replaced in the field during the voting period. This number reflects the swap records obtained from the system (incident management) and does not account for ad-hoc impromptu swaps that were necessary at locations that didn't meet the threshold.

Certification

On January 24, 2020, the California Secretary of State (SOS) approved Los Angeles County's VSAP 2.0 Voting System. The approval allowed the County to move forward with its implementation plan for the March 3, 2020 Presidential Primary Election.

California's voting system certification process is among the most rigorous in the country and California Voting System Standards exceed the federal voting system guidelines. Operating within the conditions set forth by the SOS, the VSAP 2.0 system was found to be compliant with all applicable California and federal laws.

As part of the testing and approval process, the system went through rigorous functional and security testing conducted by the California Secretary of State's testing consultants. Additionally, the County subjected the system to independent, third-party security and penetration testing that exceeded state requirements.

As a part of its approval for use, the SOS also required conditions on VSAP, which is common in all voting system certifications/approvals in California. The following are some of the programming changes and reporting requirements that were added as conditions for VSAP use:

Programming changes that need to be submitted to the SOS for testing and review:

1. Improve BMD jamming rate.
2. Remedy low severity findings in the Source Code Report.
3. Audit Log descriptions must match on-screen event.
4. Restrict USB Access on the workstations and servers.

Reporting requirements that need to be submitted to the SOS for review:

1. Any occurrence of the "white screen" event, related logs, including the chain of custody documentation.
2. Information regarding Election Worker Training, and the number of workers trained; Copy of notice provided to voters; Total number of ballots cast on BMDs; Summary of errors, jams, misfeeds; Inventory of BMDs with issues, all logs, including chain of custody, etc.
3. A review of the "MORE" button.
4. Plan to encrypt components of VSAP.

Tally System and VSAP Ballot Layout

RR/CC will continue with development of VSAP Ballot Layout (VBL) Application and Tally systems in order to:

- Enhance capacity and functionality to align with the potential requirement to send Vote by Mail (VBM) ballots to all County registered voters.
- Meet the VSAP conditions of use defined by the SOS (including a resubmission of both VBL and Tally components in July 2020).
- Conduct operations for elections.

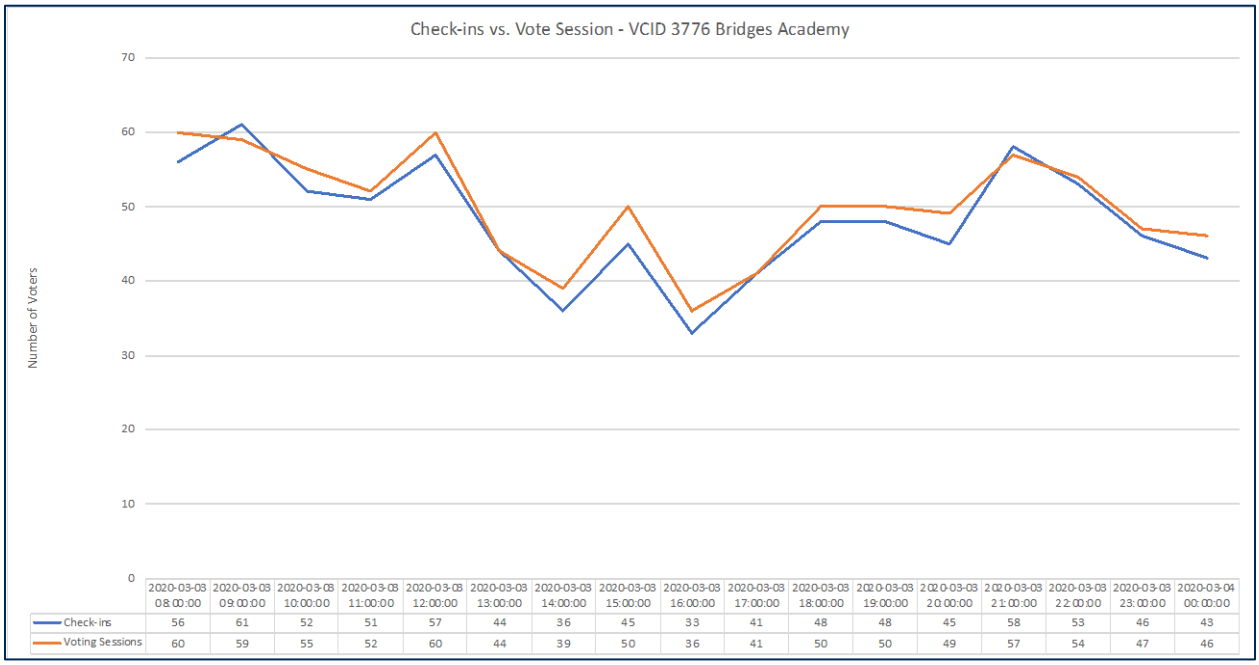
- Implement necessary enhancements to address lessons learned from the March 2020 Election.
- Conduct knowledge transfer to RR/CC development team for future enhancements/fixes and support.

Observations/Issues

BMDs accommodated voters who completed the check-in process.

Based on an analysis of voter check-ins and the start of voter sessions, there was no evidence of lines forming between the check-in table and BMDs, after voters checked in and were ready to vote. The following graph is a sample from a Vote Center with a substantial wait time after 8:00 pm, illustrating the correlation between check-ins and the start of voter sessions per hour:

Figure 26. Voter Check-ins and Start of Voter Sessions



	2020-03-03 08:00:00	2020-03-03 09:00:00	2020-03-03 10:00:00	2020-03-03 11:00:00	2020-03-03 12:00:00	2020-03-03 13:00:00	2020-03-03 14:00:00	2020-03-03 15:00:00	2020-03-03 16:00:00	2020-03-03 17:00:00	2020-03-03 18:00:00	2020-03-03 19:00:00	2020-03-03 20:00:00	2020-03-03 21:00:00	2020-03-03 22:00:00	2020-03-03 23:00:00	2020-03-04 00:00:00
Check-ins	56	61	52	51	57	44	36	45	33	41	48	48	45	58	53	46	43
Voting Sessions	60	59	55	52	60	44	39	50	36	41	50	50	49	57	54	47	46

Reported issues with BMDs were primarily caused by a faulty printer gear.

During quality-assurance testing conducted prior to the election as BMDs were being received from the manufacturer, it was discovered that some BMD units had a faulty printer gear. This printer gear issue caused paper jams or the inability for the BMD to accept a ballot.

Pre-election QA testing determined that this printer gear issue occurred in approximately 10% of BMDs manufactured during a specific 2-week period. Before the election, all BMDs manufactured during those production weeks were identified, segregated, and the entire printer assembly, including the gear, was replaced on those BMDs. Those modified devices were QA tested again before being deployed to Vote Centers.

During the voting period, it became clear that the manufacturing issue resulting in the faulty printer gear affected an additional 2 weeks of production. Evidence of the faulty printer gear was detected in 1,297 BMDs out of 23,104 BMDs deployed.

While Election Workers were trained to clear paper jams, and generally did that when needed, jams caused by the printer gear issue could not be cleared by Election Workers. This issue could not be cleared and instead required taking affected devices out of service.

Work has already begun to replace the printer assemblies of all BMDs that showed evidence of this issue during the voting period.

Ballot Activation QR Code errors were appropriately detected and flagged by the BMDs.

During the check-in process, the PollPad prints Ballot Activation QR code on the voter's ballot which is then read by the BMD to bring up the correct ballot for the voter on the BMD interface. The BMD is designed to detect any issues with the Ballot Activation QR code that prevent identifying the correct ballot for the voter. These QR code issues include:

- QR code incorrectly positioned on the ballot (e.g., QR code partially printed off the page, printed on top of other printing already on the ballot)
- QR code faded or unclear
- Voter's party affiliation is blank, preventing the correct ballot from being identified

When QR code issues are detected by the BMD, Election Worker intervention is required to assist the voter in returning to the check-in table where the issue is resolved on the PollPad. When the BMD detects misprinted or invalid Ballot Activation QR codes, the BMD is operating as designed to ensure that each voter receives the correct ballot.

Some BMD issues were left unresolved by Election Workers because there was ample BMD capacity for voters.

If the voter check-in process did not fill all available BMDs, Election Workers would often not take action to clear BMDs and ready them for use (e.g., clear a paper jam, or use credentials to unlock a screen). When Vote Centers became very busy, all available Election Workers were focused on voter check-in, supporting voters at BMDs and line management. If there were ample open BMDs, some BMDs remained out of service in need of Election Worker attention.

While some BMDs had issues that could only be resolved by replacing them, others were not resolved by Election Workers because they were not needed to meet the voter demand.

In larger Vote Centers, some BMDs were not turned on every day of the voting period.

During the first 10 days of the voting period, voter turnout was such that many BMDs went unused. In larger Vote Centers, Election Workers did not turn on BMDs that were not needed to handle the flow of voters. On Election Day, while most Vote Centers did turn on all BMDs, some larger Vote Centers left BMDs turned off if the voter demand did not require the use of all BMDs. This may have given voters, observers and the media the impression that BMDs were "down" or inoperable, when in fact, they were never turned on.

Root Cause Analysis

Table 25. Board Motion Item 9 Root Cause Analysis

Issue	Root Cause
The majority of BMD issues were caused by a faulty printer gear which occurred during the manufacturing process.	Faulty printer gear in some BMDs was detected pre-election and those units were isolated. Manufacturing defect affected more units than identified pre-election.
Ballot Activation QR Code errors were appropriately detected and flagged by the BMDs.	The BMD is designed to detect any issues with the Ballot Activation QR code that prevent identifying the correct ballot for the voter. Detection of QR code issues require Election Worker intervention in order to assist the voter in resolving the issue at the PollPad.
Some BMD issues were left unresolved by Election Workers because there was ample BMD capacity for voters.	Low turnout during the first 10 days of voting and slow throughput at check-in on Election Day resulted in ample BMD capacity, which allowed Election Workers to not attend to BMDs requiring clearing.
In larger Vote Centers, some BMDs were not turned on every day of the voting period.	Low turnout during the first 10 days of voting and slow throughput at check-in on Election Day resulted in ample BMD capacity, which allowed Election Workers to not turn some BMDs on in larger Vote Centers.

Appendiux to Item 10. Assess whether ballot boxes should be separate from the Ballot Marking Devices

Overview of the Integrated Ballot Box (IBB)

A key goal of the VSAP program has been to make voting as easy as possible for all voters, regardless of their background or abilities. That is a hallmark of the BMD design. It allows each voter to have a private, independent, and secure experience on the same device as they complete the voting process.

The Integrated Ballot Box (IBB) is a key part of the BMD – it allows every voter to cast their ballot at the BMD independently, without needing to traverse the room with a visibly marked ballot to reach a communal ballot box. It also allows a voter to cast a ballot at the BMD without needing to handle their printed ballot, which makes it possible for voters who are blind or have dexterity or limited mobility challenges to complete voting independently.

The IBB vs. central ballot box approach was explicitly tested in a holistic voting experience study during the design phase in 2015 with a diverse group of voters. The testing found that a majority of voters who used the IBB found it to be more usable, private and accessible. Specifically, 72% of the voters who used the IBB during the study characterized their experience as private, as opposed to 63% of the voters who used the central ballot box. When asked how easy or difficult it was to protect their votes from being seen by others during the entire process of voting, 88% of the IBB users said it was “pretty easy” as opposed to 54% of the central ballot box users responding with “pretty easy”. Several voters who used the central ballot box noted that the printed ballot might be easy to read from a distance and they were interested in ways to keep it private as they walked across the room. This could lead to voters folding ballots, which would complicate tally.

To help educate voters, instructional materials were developed about how to vote on the BMD, including how to cast the ballot. These materials included:

- Line Cards available in each Vote Center and proactively distributed to voters in line or at the check-in table.
- Informational kiosk in each Vote Center showing graphically how to use the BMD and cast a ballot.

During the voting period, RR/CC sent frequent “pop-up” messages to every PollPad and County-issued cellphone reminding Leads and Check-in Clerks to advise voters at check-in about how to cast their ballot at the BMD.

Observations/Issues

Casting a ballot at the BMD is new for Los Angeles County voters.

The experience of using the BMDs to make selections, print, and cast a ballot was very new for voters in the County. During the March 2020 Election, some voters did not understand that the printed ballot was their official ballot, that they needed to cast their ballot at the BMD, or how to complete casting their ballot. While we fully expect that voters will become used to the new system over time, new voters will need support. To support all voters – Line Cards and Sample Ballots for the upcoming May and June elections were modified to add clarity on how to cast a ballot back into the BMD.

Figure 27. Line Card Including Messaging About How to Cast Ballots at the BMDs

Clarity of on-screen language and prompts could be improved.

While voting at the BMD, voters make their selections, print the ballot and then can visually verify the selections on their ballot. Then, the voter has the option to "Cast my ballot now" or "Read back my printed ballot." After selecting either option, the voter then must press the "Next" button to proceed. This pattern of making a selection and then pressing the "Next" button is consistently used throughout the BMD voting experience. This extra step also prevents a voter from unintentionally casting their ballot, which is irrecoverable (i.e., a voter cannot ask to spoil their ballot if they unintentionally cast it).

While there is solid rationale for the process as designed, the instances of voters moving away from the BMD while holding a ballot indicates that the on-screen language and visual prompts were not direct enough for some voters to ensure compliance.

Voting Area Monitors instructed voters on how to cast their ballot, but that became more difficult when Vote Centers became very busy.

To instruct voters on how to use the new voting system, the County prepared informational Line Cards distributed to each voter in line or at the check-in table, produced a "how to vote" video available on LAVote.net, and assigned Voting Area Monitors to assist voters with the new process. The primary role of the Voting Area Monitor is to instruct voters on how to use the BMD and provide any assistance voters may need, including assistance on how to cast a ballot. Election Workers were trained to watch for voters who leave the BMD holding a ballot, and to quickly intercept them, redirect them to any BMD and guide them in casting their ballot. When Vote Centers became very busy, however, Voting Area Monitors were stretched to assist many voters at once, and may not have been able to quickly help every voter who needed instruction on casting their ballot.

Root Cause Analysis

Table 26. Board Motion Item 10 Root Cause Analysis

Issue	Root Cause
Casting a ballot at the BMD was new for Los Angeles County voters.	Voters are accustomed to the process of casting a ballot in a central box based on their experience with the InkaVote system.
On-screen language and prompts were not sufficient for some voters.	As using the BMD to cast a ballot is new, voters require very clear and simple instructions about the new way of voting.
Voting Area Monitors instructed voters on how to cast their ballot, but that became more difficult in very busy Vote Centers.	Voting Area Monitors did not have consistent, efficient ways to proactively instruct voters about how to cast their ballot. This resulted in Voting Area Monitors having to intercept voters moving away from BMDs with their ballots at the end of the voting session. It is more efficient to instruct voters at the beginning of their voting session than to intercept them at the end of the session.

Item 11. Develop a plan to receive feedback from voters regarding their experience

RR/CC Voter Experience Survey

Survey Objectives and Methodology

RR/CC has initiated its effort to receive feedback from voters regarding their experience. This effort consists of a voter survey. The objective of the voter survey was to gather feedback from voters who cast a ballot at a Vote Center during the voting period for the March 2020 Election. Specifically, the survey asked for input in the following areas:

- **Before Voting**: Were voters informed about the new way to vote before arriving at a Vote Center? How did voters select a Vote Center?
- **Voting Experience**: How satisfied were voters with their experience in the Vote Center? Topics included wait times, experience with check-in, Ballot Marking Devices, Interactive Sample Ballot, Election Workers, and other areas.
- **Future Behavior**: Will voters choose to vote at Vote Centers in the future? Topics included likelihood of voting during the early voting period, and recommendations for improving the voting experience.

The target audience for the survey was voters who cast a ballot at a Vote Center during the voting period for the March 2020 Election. The survey was sent in April 2020 to any voter meeting that criteria who also had an email on file with RR/CC. The survey was sent to more than 285,000 recipients, with more than 27,000 responding.

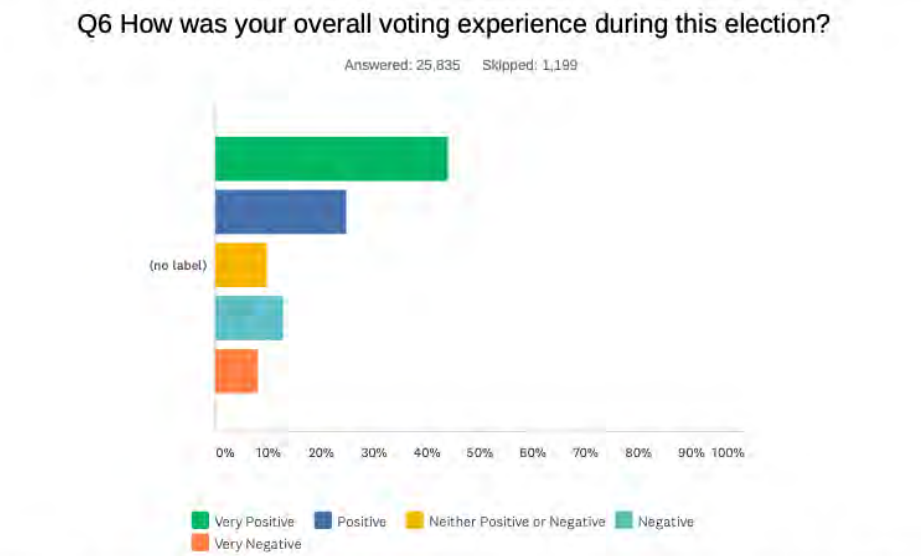
RR/CC Key Findings and Survey Results

Below are key findings from the survey.

- 69% of respondents reported having a positive overall voting experience at the Vote Centers while 21% reported having a negative overall voting experience.
- 68% of voters surveyed reported waiting 30 minutes or less during the voting period. 17% of voters surveyed reported waiting over 2 hours.
- 80% of respondents reported being satisfied with their experience using the new Ballot Marking Devices (BMDs) while 10% reported being dissatisfied with their experience using the new BMDs.
- 33% of respondents reported using the Interactive Sample Ballot (ISB). Of those who used the ISB, 87% reported being satisfied with their experience while 5% reported being dissatisfied with their experience using the ISB.
- Of the respondents who are unlikely to vote at a Vote Center in the future, 65% said this was because they experienced a long wait at the Vote Center during the March Election. Another 32% reported “Other” while 29% prefer to Vote by Mail.

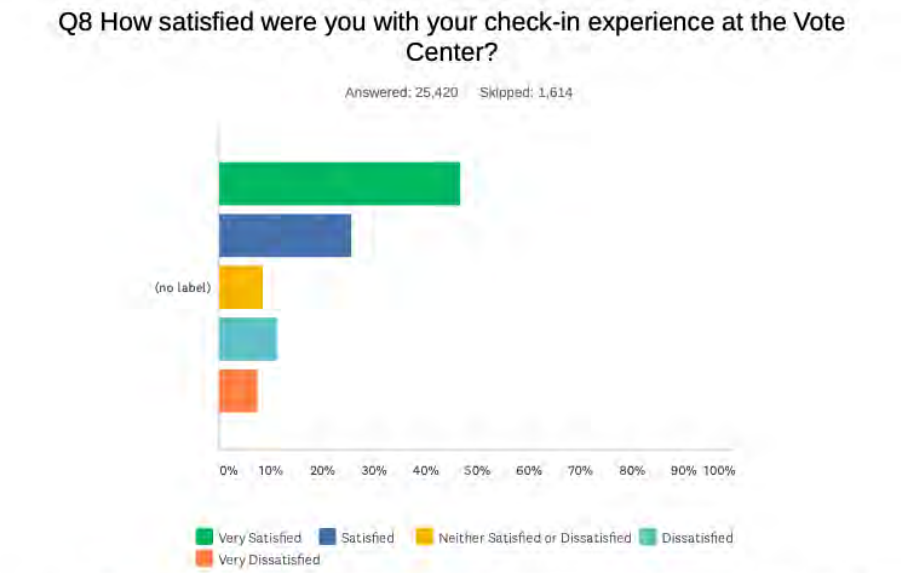
Figures for these key findings as well as other responses are shown below.

Figure 28. RR/CC Voter Experience Survey – Overall Experience Response



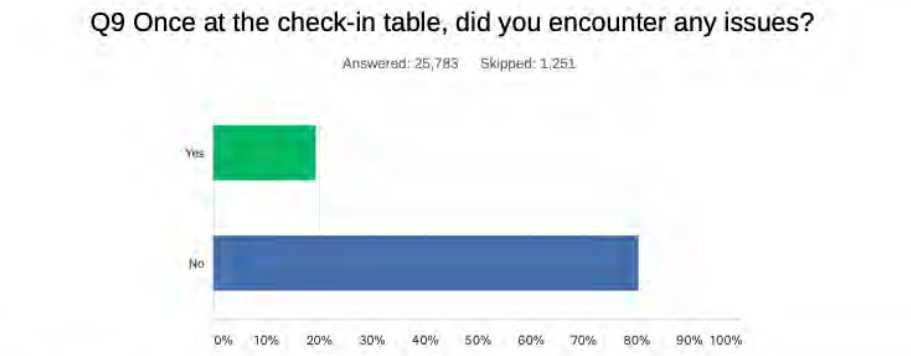
	VERY POSITIVE	POSITIVE	NEITHER POSITIVE OR NEGATIVE	NEGATIVE	VERY NEGATIVE	TOTAL	WEIGHTED AVERAGE
(no label)	44.13% 11,401	24.99% 6,455	9.77% 2,523	13.04% 3,368	8.08% 2,088	25,835	2.39

Figure 29. RR/CC Voter Experience Survey – Check-in Experience Response



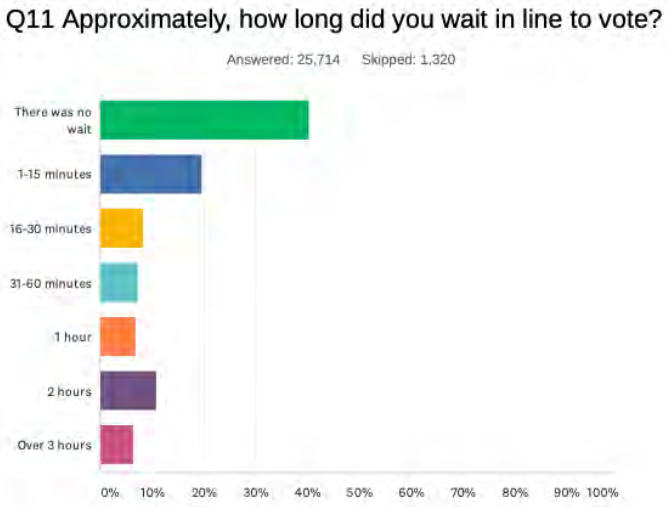
	VERY SATISFIED	SATISFIED	NEITHER SATISFIED OR DISSATISFIED	DISSATISFIED	VERY DISSATISFIED	TOTAL	WEIGHTED AVERAGE
(no label)	46.85% 11,908	25.68% 6,527	8.49% 2,159	11.35% 2,886	7.63% 1,940	25,420	2.07

Figure 30. RR/CC Voter Experience Survey – Check-in Issues Response



ANSWER CHOICES	RESPONSES	
Yes	19.37%	4,995
No	80.63%	20,788
TOTAL		25,783

Figure 31. RR/CC Voter Experience Survey – Overall Wait Time Response

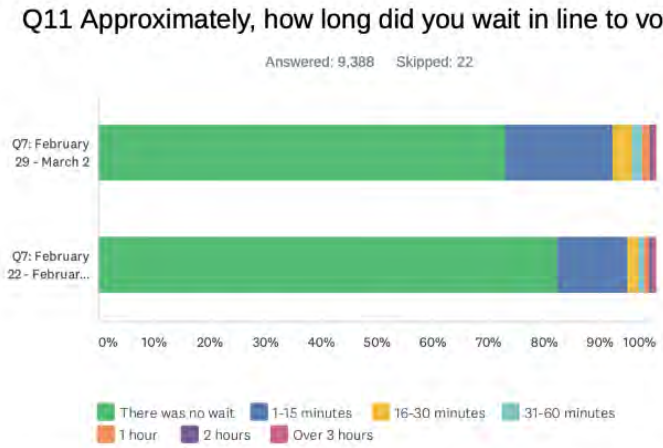


ANSWER CHOICES	RESPONSES	
There was no wait	40.43%	10,395
1-15 minutes	19.63%	5,047
16-30 minutes	8.40%	2,161
31-60 minutes	7.33%	1,884
1 hour	6.88%	1,768
2 hours	10.82%	2,783
Over 3 hours	6.52%	1,676
TOTAL		25,714

Figure 32. RR/CC Voter Experience Survey – Election Day Wait Time Response

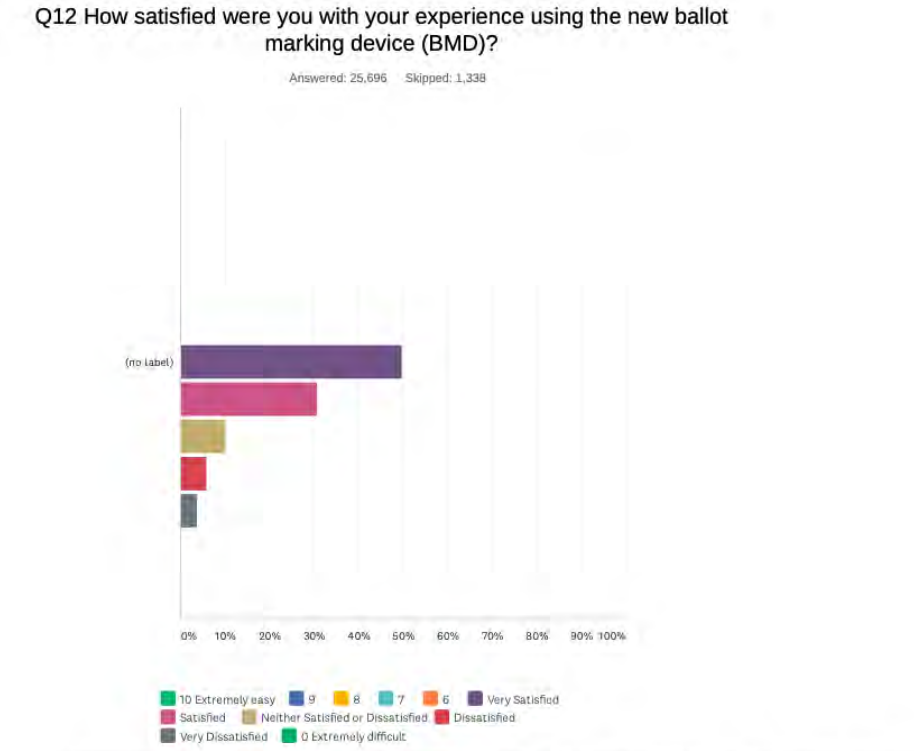
	THERE WAS NO WAIT	1-15 MINUTES	16-30 MINUTES	31-60 MINUTES	1 HOUR	2 HOURS	OVER 3 HOURS	TOTAL
Q7: Election Day (Tuesday, March 3)	20.34% 3,312	20.73% 3,376	11.45% 1,864	10.61% 1,728	10.20% 1,661	16.63% 2,708	10.04% 1,635	100.00% 16,284
Total Respondents	3,312	3,376	1,864	1,728	1,661	2,708	1,635	16,284

Figure 33. RR/CC Voter Experience Survey – 10 Days Prior to Election Day Wait Time Response



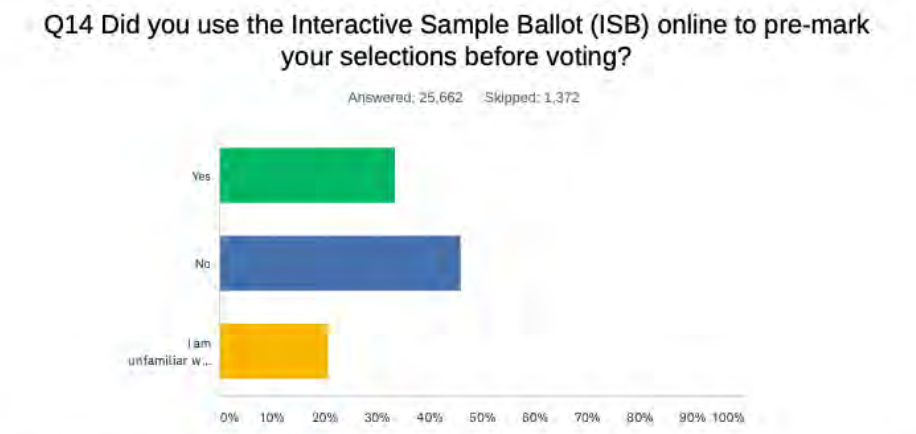
	THERE WAS NO WAIT	1-15 MINUTES	16-30 MINUTES	31-60 MINUTES	1 HOUR	2 HOURS	OVER 3 HOURS	TOTAL
Q7: February 29 - March 2	73.04% 5,261	19.28% 1,389	3.50% 252	1.82% 131	1.26% 91	0.72% 52	0.37% 27	76.73% 7,203
Q7: February 22 - February 28	82.38% 1,800	12.68% 277	1.97% 43	0.96% 21	0.73% 16	0.78% 17	0.50% 11	23.27% 2,185
Total Respondents	7,061	1,666	295	152	107	69	38	9,388

Figure 34. RR/CC Voter Experience Survey – BMD Experience Response



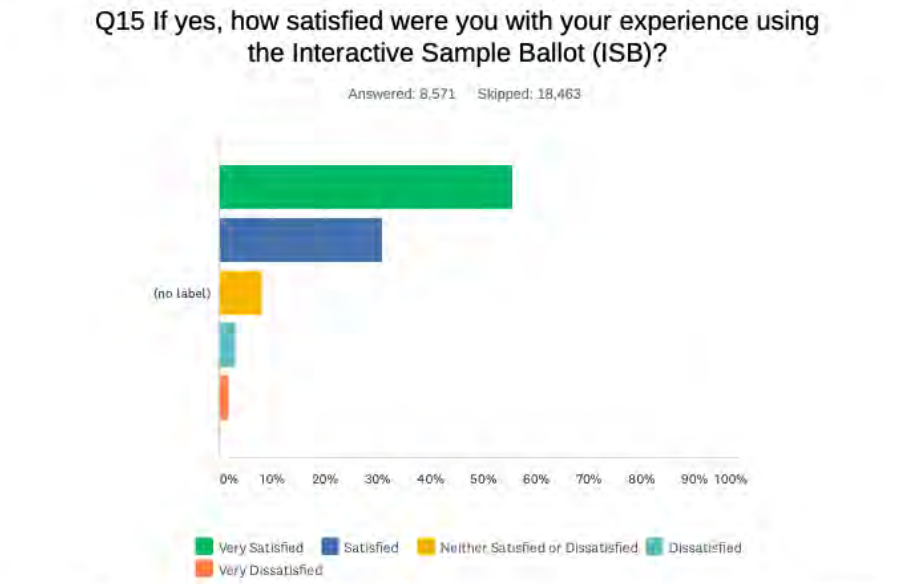
	10 EXTREMELY EASY	9	8	7	6	VERY SATISFIED	SATISFIED	NEITHER SATISFIED OR DISSATISFIED	DISSATISFIED	VERY DISSATISFIED	0 EXTREMELY DIFFICULT
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	49.71% 12,773	30.74% 7,900	9.98% 2,564	5.79% 1,489	3.77% 970	0.00% 0

Figure 35. RR/CC Voter Experience Survey – IBS Utilization Response



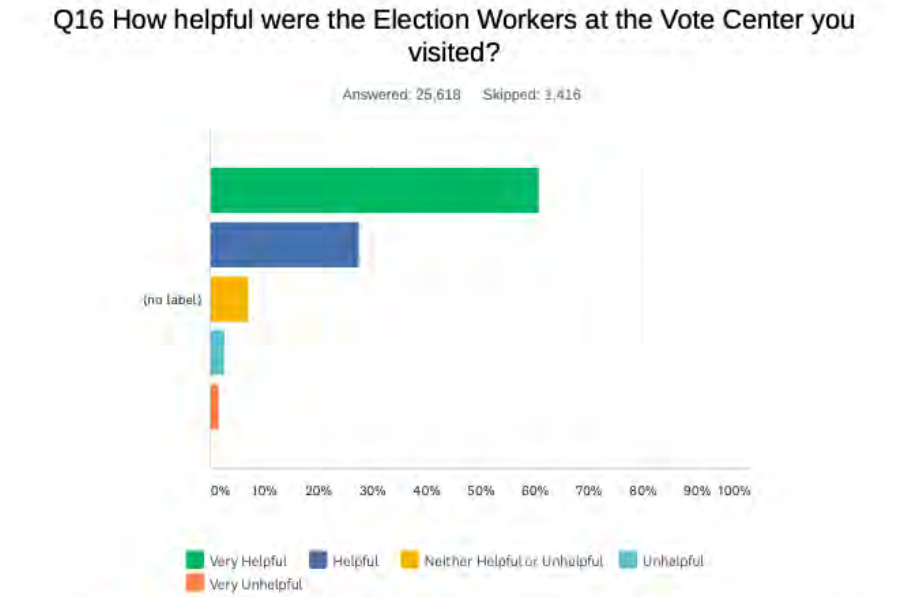
ANSWER CHOICES	RESPONSES	
Yes	33.41%	8,574
No	45.98%	11,799
I am unfamiliar with the Interactive Sample Ballot	20.61%	5,289
TOTAL		25,662

Figure 36. RR/CC Voter Experience Survey – ISB Experience Response



	VERY SATISFIED	SATISFIED	NEITHER SATISFIED OR DISSATISFIED	DISSATISFIED	VERY DISSATISFIED	TOTAL	WEIGHTED AVERAGE
(no label)	55.65% 4,770	31.05% 2,661	8.12% 696	3.20% 274	1.98% 170	8,571	1.65

Figure 37. RR/CC Voter Experience Survey – Helpfulness of Election Workers Response

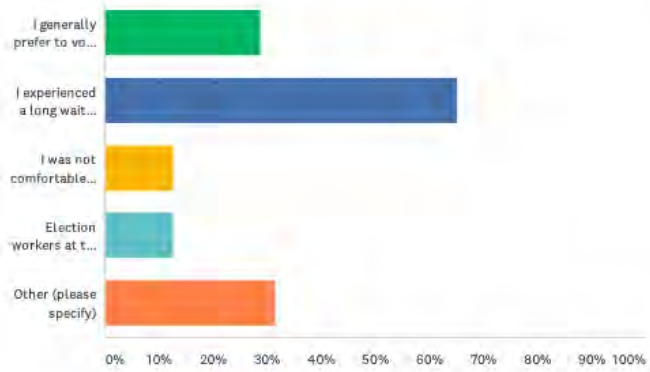


	VERY HELPFUL	HELPFUL	NEITHER HELPFUL OR UNHELPFUL	UNHELPFUL	VERY UNHELPFUL	TOTAL	WEIGHTED AVERAGE
(no label)	60.82% 15,581	27.53% 7,052	7.18% 1,840	2.81% 721	1.66% 424	25,618	1.57

Figure 38. RR/CC Voter Experience Survey – Unlikely to Vote at Vote Center Response

Q18 If you are unlikely or very unlikely to vote at a Vote Center during the next election, please tell us why. Select all that apply.

Answered: 3,125 Skipped: 23,909

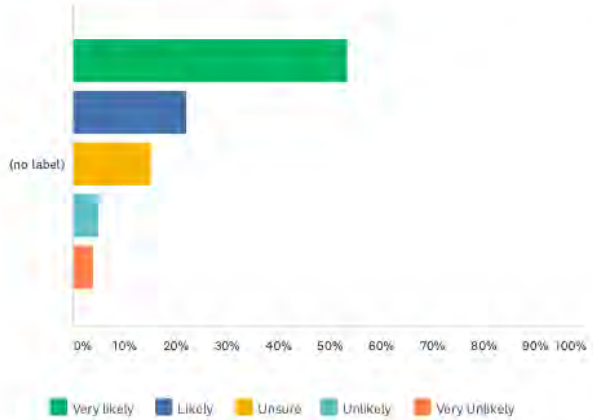


ANSWER CHOICES	RESPONSES	
I generally prefer to vote by mail	28.77%	899
I experienced a long wait time at a Vote Center	65.22%	2,038
I was not comfortable using the new ballot marking device	12.77%	399
Election workers at the Vote Center I visited were not helpful	12.70%	397
Other (please specify)	31.52%	985
Total Respondents: 3,125		

Figure 39. RR/CC Voter Experience Survey – Likelihood of Early Voting Response

Q19 There may be 11 days to vote at Vote Centers in future elections. How likely are you to vote before Election Day in the next election?

Answered: 25,564 Skipped: 1,470



	VERY LIKELY	LIKELY	UNSURE	UNLIKELY	VERY UNLIKELY	TOTAL	WEIGHTED AVERAGE
(no label)	53.60% 13,702	22.24% 5,686	15.20% 3,885	5.01% 1,282	3.95% 1,009	25,564	1.83

Loyola Marymount University (LMU) Exit Poll

Survey Objectives and Methodology

In addition to the voter survey conducted by RR/CC, an exit poll was conducted during the March 3, 2020 Presidential Primary Election by students at Loyola Marymount University (LMU) which provides valuable voter experience feedback. [1]

The objective of the LMU 2020 Presidential Primary Election Exit Poll was to ask Los Angeles County voters for whom and for what they voted as well as to gather feedback on their overall voting experience at their respective Vote Centers.

Key elements of the approach and methodology include:

- Over 250 LMU students served as field researchers, distributing surveys in both English and Spanish.
- 3,596 voters were surveyed, with field researchers surveying every other voter who exited the Vote Center.
- Surveys were conducted on March 3, 2020, from 7 a.m. to 8 p.m. at 50 randomly selected Vote Centers throughout the County.
- Because the survey was an exit poll, only voters who completed their voting session by 8 p.m. were included in the survey.

Key Findings and Survey Results

Below are key findings from the LMU survey.

- 87.1% of respondents reported having a positive overall voting experience at the Vote Centers while 12.9% reported having a fair or poor overall voting experience.
- 77.8% reported waiting in line for 20 minutes or less. 22.2% reported waiting in line for more than 20 minutes.
- 92.9% described their experience registering or checking in to receive a ballot as very easy or somewhat easy, 7.1% described it as somewhat difficult or very difficult.
- 95.4% described their experience using the BMD as very easy or somewhat easy. 3.8% described it as somewhat difficult or very difficult.
- 95.4% described their experience printing and casting their ballot as very easy or somewhat easy. 4.6% described it as somewhat difficult or very difficult.

[1] Survey Citation: Guerra, Fernando J.; Gilbert, Brianne; Vizireanu, Mariya; Dunsker, Max; & Akella, Vishnu (2020). Vote Center Experience Data Brief: 2020 LA Votes Presidential Primary Exit Poll. Thomas and Dorothy Leavey Center for the Study of Los Angeles, Loyola Marymount University, Los Angeles, California.

Figure 40. LMU Exit Poll Survey Responses

SURVEY FINDINGS

How would you rate your overall experience at the Vote Center today?	
Excellent	59.0%
Good	28.1%
Fair	8.8%
Poor	4.1%

How many minutes did you spend in line at the Vote Center?	
5 minutes or less	43.2%
6-10 minutes	17.8%
11-15 minutes	7.6%
16-20 minutes	9.2%
More than 20 minutes	22.2%

This year, LA County implemented new voting technology. Compared to voting in previous elections, technology made voting in this primary:	
Much easier	57.5%
A bit easier	17.6%
The same	13.2%
A bit more difficult	7.4%
Much more difficult	4.3%

Did you know that all Vote Centers in LA County were open either 3 or 10 days before Election Day to allow you to vote early?	
Yes	71.9%
No	28.1%

This year, voting in LA County changed from traditional polling places to Vote Centers. How much did you know about the switch to Vote Centers?

A lot - I had been following the news about the switch	30.4%
Some - I had heard about it but did not know the details	39.8%
I did not know about the switch	29.8%

When did you learn about the switch to Vote Centers?

Today	31.4%
Within the last week	18.2%
Within the last month	27.1%
Longer than a month ago	23.3%

How did you find out about the switch to Vote Centers? (Select all that apply)

Online	20.9%
Newspapers	4.7%
Television	14.3%
Bus advertisements	0.5%
Billboards	2.0%
Word of mouth	14.9%
Mail/flyers	18.4%
Social media	7.2%
Other	15.1%

Describe your voting experience in this election: Finding your Vote Center

Very easy	84.9%
Somewhat easy	11.7%
Somewhat difficult	2.6%
Very difficult	0.8%

Describe your voting experience in this election: Registering or checking in to receive your ballot (e-pollbook)

Very easy	76.4%
Somewhat easy	16.5%
Somewhat difficult	4.5%
Very difficult	2.6%

Describe your voting experience in this election: Using the new voting machines to mark your ballot

Very easy	79.2%
Somewhat easy	17.0%
Somewhat difficult	2.4%
Very difficult	1.4%

Describe your voting experience in this election: Using the new voting machines to print and cast your ballot

Very easy	80.1%
Somewhat easy	15.3%
Somewhat difficult	3.1%
Very difficult	1.5%

VOTE BY MAIL IMPLEMENTATION PLAN

LAVote.net

LOS ANGELES COUNTY
Registrar-Recorder/County Clerk

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Item 12. Develop an implementation plan, including a cost analysis, for providing Vote by Mail ballots to all voters for the 2020 General Election

EXECUTIVE SUMMARY

Item #12 in the Board Motion passed by the Los Angeles County Board of Supervisors on March 10, 2020, directs the Department to develop an implementation plan, including a cost analysis, for providing Vote by Mail (VBM) ballots to all registered voters for the November 2020 General Election.

Based on the Department's analysis, it is projected to cost $21.6 million to provide a VBM ballot to all registered voters for the November 2020 Election – an election where the County's voter registration rolls are expected to sore to more than 5.7 million voters. This represents an increase in cost of 174% ($13.7 million) from the $7.9 million currently budgeted for VBM for the election. It is expected that approximately $4.9 million of these costs will be offset by reimbursement received from managed voting jurisdictions. Further funding may be made available through the Coronavirus Relief Fund (CARES Act) and/or related state funding, but the certainty of these funds and any estimates of those amounts are unknown at this time.

Compared to the March 2020 Election, the number of VBM ballots to be mailed represents an increase of 59% (2.1 million ballots). Additionally, an increase in voter turnout for the November 2020 Election is expected based on historical trends. For this analysis, the assumption is that the County will continue to provide an in-person voting option at Vote Centers; therefore, any potential cost impacts associated with Vote Center facilities and respective operations are not considered here.

Many key areas have been factored into the costs and the implementation plan to mail a VBM ballot to every registered voter including:

1. Securing space sufficient to support increased capacity for inbound VBM operations;
2. Executing contract amendments and strengthening relationships with County vendors who are vital to VBM operations;
3. Forecasting staff and resource needs to accommodate the increased volume of individual VBM ballots returned via mail, at drop-off box locations and at Vote Centers;
4. Confirming voters' language preference well in advance of VBM ballot production, therefore reducing the number of second ballot requests subsequent to initial mailing and demonstrating linguistic sensitivity;
5. Raising awareness that all registered voters, not just Permanent VBM (PVBM) or one-time request voters, will receive a VBM ballot through a multicultural and multilingual media campaign; and,
6. Mitigating against the increased volume of undeliverable VBM packets because of incorrect or incomplete mailing addresses.

The implementation plan confirms the Department should have enough time to achieve the goal of mailing a VBM ballot to all registered voters based on an aggressive schedule and associated dependencies identified. To be successful, the Department must receive direction from the Board by May 15, 2020.

IMPLEMENTATION PLAN SUMMARY

This report provides a plan to mail a ballot to every registered voter in addition to offering in-person voting services at Vote Centers for the November 2020 Presidential General Election. This is an acceleration of the requirement in the Voter's Choice Act (VCA), for Los Angeles County to expand to mailing ballots to all registered voters by 2024 (four years after initial VCA implementation). This report includes external factors likely to influence the implementation approach, the key implementation activities and timely decisions required, estimated costs to support the increased volume, and key considerations to be addressed in order to mail a ballot to every registered voter for the November 2020 election.

Implementing the proposed model provides some key benefits such as:

- Acts as a "fail safe" voting opportunity if voters cannot vote at a Vote Center.
- Expands the voting period for all registered voters as mail ballots go out 29 days prior to the election.
- Encourages physical distancing and protects voter safety at a time of COVID-19.
- Provides full flexibility for voters to either vote by mail from their home, drop off their ballot at a convenient location or vote in person at a Vote Center.
- Results in proactive early achievement of the 2024 VCA requirement.

The number of VBM voters — both Permanent VBM (PVBM) and one-time VBM requests — is increasing incrementally year over year and from election to election. Recent incremental increases alone are greater than the total VBM volume in many other jurisdictions. Statistically, Los Angeles County issues and processes more mail ballots than any jurisdiction in the country by a significant margin even before the expansion assumed in this report.

For context, the County of Sacramento (implemented VCA in 2018) has 818,656 total registered voters, and the County of San Mateo (implemented VCA in 2018) has 417,299 total registered voters as of February 18, 2020. The County of Orange (implemented VCA in 2020) has 1,634,407 total registered voters as of February 18, 2020.

For the March 2020 Presidential Primary Election, 65% of registered voters (nearly 3.6 million) requested or were legally required to receive a VBM ballot. This is an increase of more than 880,000 VBM ballots, since the November 2018 General Election, in which 52% of registered voters (approx. 2.7 million) requested a VBM ballot.

At today's VBM volumes, the Department is stretching its capacity and requires additional resources (funding, staff, facility, storage) to support the projected increase. Mailing a ballot to every registered voter, in addition to offering in-person voting services at Vote Centers, will present even greater challenges to existing capacity constraints. Securing the required level of resources must be an immediate priority for the County.

Mailing a ballot to every registered voter would result in the following projected increases over current volumes and capacity. It is important to note that this analysis assumes the County will continue to provide Vote Centers for voters for the November 2020 Election. The impact of who chooses to cast their vote at a Vote Center and the subsequent increase/decrease on Vote Center operating costs are <u>not</u> considered in this analysis, as we have no historical comparison

to work with and in recognition of strong community advocacy for maintaining proportionate and accessibile in-person voting options.

Area	March 2020 Election	November 2020 Election (Projected)*	Delta	% Change
Registered Voters	5,513,057	5,723,104	210,047	3.8% ⇧
# of VBM Ballots Mailed	3,582,930	5,723,104	2,140,174	59.7% ⇧
% Voter Turnout	69.4% (2016 Presidential General)	74.0%	4.6%	6.6% ⇧
# of VBM Drop Box Facilities	206	382	176	85.2% ⇧
% of Voter Turnout who Voted via VBM Ballot	53.8%	65.0%	11.2%	20.9% ⇧
Number of Voters mailed a VBM Ballot who Chose to Vote in Person	404,852	1,482,284	1,077,432	266.2% ⇧
Space for Inbound VBM Operations (Sq. Ft)	19,488	28,084	8,596	44.1% ⇧

*Projections are derived from historical County trends and data from other California jurisdictions.

The Department developed the implementation plan included here, which reflects the key tasks, milestones and respective due dates to provide a VBM ballot to all registered voters for the November 2020 Election. This implementation plan has activities starting immediately, including negotiations with needed vendors.

To be successful, the Board must provide direction by May 15, 2020. Should the Board decide to proceed with mailing a ballot to every registered voter, timely decisions on the following items will be required:

- Approval of identified funding to support increased volumes.
- Directing CEO Real Estate to work with RR/CC to identify, secure and modify facility space sufficient to meet projected incoming VBM processing volume.
- Approval of lease agreement(s) for additional space, as deemed necessary.
- Expedited approval of contract amendments or new contracts with critical vendors.

The following factors, further explored in this document, could influence the Board's decision to mail a ballot to every registered voter, alter legislation and/or guide the County's approach. Similarly, each scenario will influence the minimum number of Vote Centers required for the November 2020 Election.

- **Scenario 1:** Board of Supervisors can elect to enact full adoption of the VCA in advance of 2024 directive.
    - Minimum number of Vote Centers open 10 days prior to Election Day: 114
    - Minimum number of Vote Centers open 3 days prior to and on Election Day: 572
- **Scenario 2:** Senate Bill 968 or other related legislation could mandate that "*Every registered voter receives a VBM ballot"* while maintaining the same ration of Vote Centers to registered voters used in the March 2020 election.
    - Minimum number of Vote Centers open 10 days prior to Election Day: 191
    - Minimum number of Vote Centers open 3 days prior to and on Election Day: 763
- **Scenario 3:** An Executive Order by the Governor to provide all voters a VBM ballot is under consideration for November 2020
    - Projected minimum number of Vote Centers open 3 days prior to Election Day: 572

The Department is proactively planning and engaging with its critical partners now in the event the Board decides to mail a ballot to every registered voter for the November 2020 Election. Discussions with critical partners, such as its VBM print and mailing vendor and the United States Postal Service (USPS), are ongoing to finalize the key tasks, milestones and associated costs (where applicable). Information presented in this analysis is based on preliminary discussions that have occurred since March 10, 2020, and represents the Department's most recent analysis.

METHODOLOGY AND KEY EXTERNAL FACTORS

Methodology

In response to the Board Motion, the Department conducted due diligence to develop a plan and estimated cost to provide a VBM ballot to all registered voters in the County for the November 2020 Election.

Data was gathered from the following stakeholders and sources to inform this analysis:

1. Statistics and trends from previous General Elections administered by the County.
2. County's VBM print and mailing vendor
3. County's VBM Ballot Drop-off Box manufacturer
4. Voter's Choice Act: Vote Centers and Mail Ballot Elections
5. Federal and Non-Profit organizations
6. RR/CC subject matter experts

Key External Factors

At least three external factors will influence the Board's decision, as well as RR/CC's approach and potential cost to provide a VBM ballot to all registered voters in the County.

1. **Adoption as authorized in the Voter's Choice Act (VCA):** In 2020, RR/CC implemented the VCA model under provisions of Elections Code 4007 specific to Los Angeles County, under which mailing a ballot to every registered voter would not be required until four years after initial adoption. The Board of Supervisors has the authority

to adopt the VCA model applicable to all other counties in California where every registered voter is mailed a ballot for the November 2020 Election. Adoption would increase the minimum number of VBM ballot drop-off boxes required and would reduce the minimum number of Vote Centers per the requirements set forth in the VCA. This option afford the County the greatest local control and flexibility.

2. **Legislative Mandate:** Senate Bill 968 has been introduced to amend Section 4007 of the Elections Code to read "*Every registered voter receives a vote by mail ballot*." This would compel the County to mail a ballot to every registered voter while maintaining the minimum number of VBM ballot drop-off boxes and Vote Centers per the same requirements from the March 2020 Election as set forth in the VCA specific to Los Angeles County. Similar legislation (AB 860) responsive to COVID-19 and the November 2020 election has been introduced in the Assembly.

3. **Executive Order:** Governor Newsom recently signed Executive Orders responsive to the COVID-19 pandemic requiring counties to mail every voter a ballot for special elections in Congressional District 25 and Senate District 28 on May 12, 2020, and for special elections scheduled in local jurisdictions on June 2, 2020. The Secretary of State has convened a working group to propose similar conditions for an Executive Order that would apply to the November 2020 Election. The minimum number of VBM ballot drop-off boxes and Vote Centers as well as a shorter voting period (e.g., open 3 days prior to and on Election Day) are among the items under consideration.

IMPLEMENTATION PLAN

Implementation Tasks and Schedule

The Implementation Tasks and Schedule below reflect the key tasks, milestones and respective due dates to provide a VBM ballot to all registered voters for the November 2020 Election. They are based on initial discussions with vendors and assume the Department can, in a timely manner, amend existing contracts to support increased volume, obtain necessary funding, and recruit staff at the estimated quantities. It is important to note that the Department will be competing with other jurisdictions for supplies and services from VBM vendors – anecdotally, the County's VBM vendor has informed us that it is receiving increased demand from clients across the State for VBM materials amid the COVID-19 pandemic.

Implementation tasks are organized within the following work streams:

1. **Legislative, Policy and/or Executive Order**

   Decisions and direction provided by regulatory bodies (i.e., Legislature, Governor, BOS) on whether the County is to proceed with mailing a ballot to all registered voters for the November 2020 Election. These decisions and direction need to be provided by May 15, 2020, if the Department is to successfully execute this implementation plan.

2. **Contract Negotiations**

   Discussions with key VBM partners. These discussions are actively underway and will continue to determine implications to current capacity and contract terms in the event the County decides to mail a ballot to every registered voter for the November 2020 Election. Amendments to the following contracts are expected, contingent on the Board's direction:

   - Contract to reflect the projected increase in volume for printing, assembly, pre-sorting and mailing of VBM packets. This contract amendment needs to be executed by May 29, 2020 (158 days prior to Election Day; e-158).

- Contract to procure additional automatic signature verification machines to support the expected increase of returned VBM ballots needs to be executed by June 12, 2020 (144 days prior to Election Day; e-144).

3. **Outbound Vote by Mail Logistics**

The key steps to print, assemble and mail the VBM packets by the County's VBM vendor. Based on the increase in volume, there are key deadlines for RR/CC to provide data and approval to the VBM vendor so that production timelines are not jeopardized, and there are milestones by when VBM ballots are required to be mailed. This includes:

- Ordering VBM envelopes with the County's VBM vendor no later than May 15, 2020 (172 days prior to Election Day; e-172)
  - The County's VBM vendor has informed us that the envelope industry also is being affected by the COVID-19 pandemic. Ordering of envelopes may need to be even earlier as many jurisdictions are seeking to mail a VBM ballot to all registered voters.[1]
- Providing all ballot styles to the County's VBM vendor no later than September 9, 2020 (55 days prior to Election Day; e-55)
  - The County's VBM vendor stands firm that production deadlines must be met to support mailing a ballot to all registered voters. The County is therefore responsible to maintain fidelity to these milestones and quickly resolve issues which may cause delays (i.e., approval of measure(s) to be placed on the ballot, etc.).
- Sending ballots to Uniformed and Overseas Citizens on September 19, 2020 (45 days prior to Election Day; e-45)
- Mailing ballots to all registered voters on October 5, 2020 (29 days prior to Election Day; e-29)

4. **Ballot Drop-off Locations**

The tasks required to identify VBM ballot drop-off locations and enter into agreements, procure and install drop-off boxes. For the March 2020 Election, 206 drop-off locations were available. As of April 2020, there have been 36 24-hour VBM ballot drop-off boxes installed in the County and an additional 74 boxes remain in inventory to be installed. The Department will need to secure additional VBM ballot drop-off locations given the minimum threshold required by the VCA. Based on the projected voter registration, a minimum of an additional 346 VBM ballot drop-off locations will be required.

The Department intends to install as many 24-hour ballot drop-off boxes as possible and will continue to supplement the permanent boxes with staffed ballot drop-off locations. As the County is conducting multiple elections leading up to the November 2020 Election, recruitment of locations and installations of 24-hour VBM ballot drop-off boxes are actively underway.

The VBM ballot drop-off box manufacturer requires a 16- to 18-week production lead time. This will require the County to confirm its anticipated order by early May. The COVID-19 pandemic is expected to drive an increased demand for drop-off boxes nationwide, which

[1] The Department evaluated the viability of employing peel and stick return envelopes, but determined that they are non compatible with mail ballot processing equipment and cost prohibitive.

may impact the capacity and lead time of the County's VBM ballot drop-off box manufacturer. All drop boxes must be installed and in place by October 5, 2020 (29 days prior to Election Day; e-29).

5. **Facility and Storage Build-Out**

   The current space to process returned VBM ballots and to store VBM ballots after they have been tallied are at capacity. Additional operational space and secure ballot storage space is required for increased volume of returned VBM ballots. A preliminary analysis has been completed, but the Department must work quickly with CEO Real Estate to engage a third-party space planner to conduct a comprehensive space analysis to support November and all future elections. The facility must be operational by September 18, 2020 (46 days prior to Election Day; e-46).

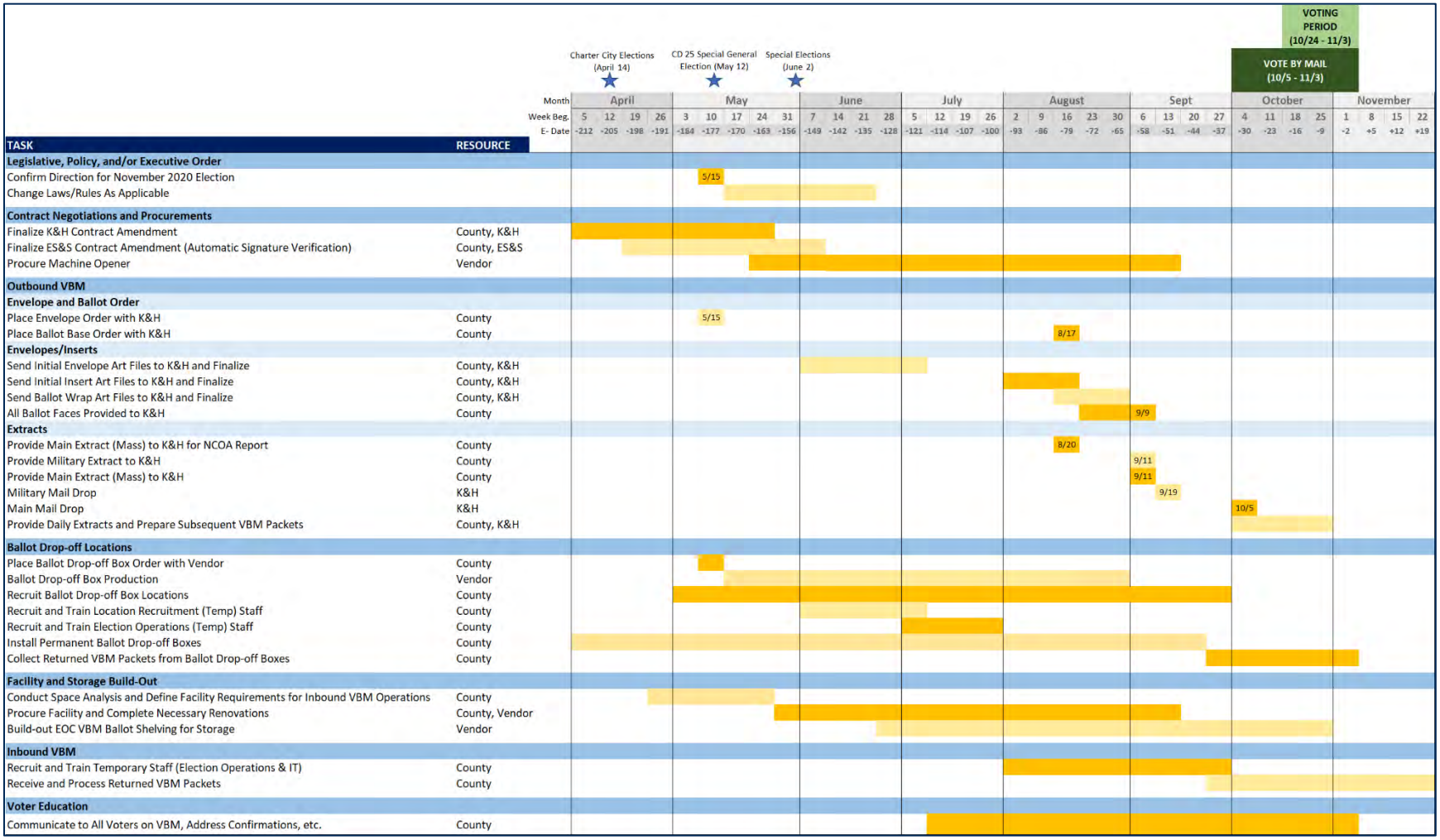
6. **Inbound Ballot Process**

   The projected increase in returned VBM ballots will require an increase in temporary/seasonal staff to ensure RR/CC can prepare and tally returned VBM ballots timely. VBM ballots may be returned beginning October 5, 2020, (29 days prior to Election Day; e-29) and the process will continue through and beyond Election Day.

7. **Voter Education**

   Provide frequent communication to voters that all registered voters will receive a VBM ballot and highlight the multiple, available methods to cast their ballot. Create outreach campaigns to educate voters who have historically not cast their vote via a VBM ballot, to capture preferred language choice and to potentially confirm residency. Educate voters on the availability of tools to track the status of their VBM ballot.

Figure 1. Implementation Tasks and Schedule for November 2020 Election



Implementation Costs

It is estimated to cost $21.6 million to provide a VBM ballot to every registered voter for the November 2020 Election. This is an increase of 174% ($13.7 million) from the $7.9 million currently budgeted for VBM costs for the election. It is expected that approximately $4.9 million of these costs will be offset by reimbursement received from managed voting jurisdictions. This is a revenue increase of $3.1 million, or 172%, over the expected $1.8 million currently in the budget.

Further funding may be made available through the Coronavirus Relief Fund (CARES Act) established by the Federal Government or other funding provided by the State of California in conjunction with COVID-19 related legislation. But the certainty of these funds and any estimates of those amounts are unknown at this time.

Table 1. Cost Analysis Summary

Cost Category		Estimate
1. VBM Outbound Total:	**$**	**8,572,346**
VBM Vendor (K&H)	$	7,658,653
Postage (USPS)	$	821,826
County Staff (Temp)	$	91,867
2. Ballot Drop-Off Boxes Total:	**$**	**1,379,536**
Supplies and Equipment	$	749,590
County Staff (Temp)	$	629,947
3. VBM Inbound Total:	**$**	**5,075,779**
Automated Signature Verification Vendor (ES&S)	$	202,364
Postage (USPS)	$	1,154,077
Supplies and Equipment	$	87,485
Space and Storage	$	1,055,197
County Staff (Temp & Contract)	$	2,576,656
4. Outreach Total:	**$**	**6,529,256**
(A) Estimated Costs to Mail Ballot to All Registered Voters for November 2020 Election:	**$**	**21,556,917**
(B) Budgeted VBM Costs for November 2020 Election From Recommended 20/21 Budget:	**$**	**7,868,622**
% Change Relative to Budgeted VBM Costs ((A - B) / B):		**174.0%**
(C) Expected Revenue from Mailing Ballot to All Registered Voters for November 2020 Election:	**$**	**4,937,970**
(D) Expected VBM Revenue for November 2020 Election From Recommended 20/21 Budget:	**$**	**1,809,783**
(E) Projected Net County Cost Increase to Mail Ballot to All Registered Voters for November 2020 Election (A - B - C + D):	**$**	**10,560,108**

Implementation Considerations and Decisions Required

The following key considerations must be addressed to ensure successful implementation.

1. **Additional Space to Support Inbound Vote by Mail Operations**

   While the foundational infrastructure is in place to print, assemble, mail, collect and tally VBM ballots, the volume of returned VBM ballots during the March 2020 Election stretched and exceeded current operational capacity in certain areas of the VBM operation.

   Returned VBM ballots are currently processed on the third floor at RR/CC headquarters. Operations have exceeded space capacity to process any increase in the number of returned VBM ballots over the 2020 March Election. Based on the projected number of returned VBM ballots in November 2020, in which a ballot is mailed to all registered voters, inbound VBM operations estimates a minimum need for 28,084 square feet of processing space.

   *Note: The future state estimate of space required and associated costs do not include any additional space needed for staff to maintain physical distancing associated with any future COVID-19 protocols.

Area	Current State Volume & Space	Future State (Estimate)*	% Change
Returned VBM Ballots	1,141,594	1,778,905	55.8% ⇧
Square Footage of Inbound VBM Operations	19,488	28,084	44.1% ⇧

   Resolution Plan: Identify and confirm availability of space that supports effective and efficient inbound operations. Identify areas within the process that can be automated (i.e., extractions) to help alleviate the density of people in an area.

2. **Contract Amendments and Strengthened Vendor Relationships**

   The County relies on key vendors for the most critical VBM operations, as summarized in the table below. Mailing a ballot to all registered voters will require increased capacity for each vendor. Resources will need to be recruited and onboarded. Additional equipment must be procured to meet volume. As such, RR/CC may require exemptions from the current County hiring and purchasing freeze as well as expedited approval of new or amended vendor contracts.

Table 2. County's Key Vendors for VBM Operations[1]

Partner	Scope	Key Considerations	Resolution Plan
K&H	Conducts VBM outbound operations, including: ▪ Prints VBM packet material ▪ Validates mailing address data ▪ Assembles VBM packets ▪ Pre-sorts VBM packets ▪ Drops off VBM packets to USPS	▪ Contract must be amended to support increased volume of VBM packets ▪ An increase in materials will be required and orders must be placed on-time to ensure fulfillment ▪ K&H supports many CA jurisdictions with VBM-related operations and is experiencing an increase in requests across the State	▪ Receive exemption from the current County purchasing freeze ▪ Finalize contract amendment and confirm orders by stated deadline in the implementation plan
United States Postal Service	Mails VBM packets, including: ▪ Delivers VBM packet to voter ▪ Returns undelivered VBM packets to RR/CC ▪ Delivers returned VBM ballots to RR/CC	▪ The USPS may not have the capacity to receive and process over 5.7M VBM packets on one day ▪ All other voting jurisdictions are looking at all Vote by Mail options ▪ Unlike in a Primary Election environment where dates vary by state, the November 2020 Election is the same day for the entire nation.	▪ USPS is conducting an analysis regarding its capacity to process the increased volume of VBM packets timely ▪ K&H and USPS are in ongoing discussions on potential strategies to mitigate the risk

[1] To adjust to an all vote by mail ballot system, the RR/CC will need to update most of its contracts. While the RR/CC believes this can be accomplished within the proposed timeline, some contractual negotiations may take longer than anticipated due to factors out of the RR/CC's control. If that occurs, the RR/CC's timeline may be impacted.

Partner	Scope	Key Considerations	Resolution Plan
Runbeck	Maintains and supports the County's Election Management System, which maintains the County's voter records and synchs with the SOS's VoteCal for voter registrations	▪ Changes to a voter's mailing address are not automatically translated to the VBM module in the Election Management System, which is where the data is maintained, extracted and sent to K&H ▪ RR/CC must manually maintain the addresses, which is both time and resource intensive ▪ Additional IT resources are required to support critical responsibilities in support of VBM data needs ▪ RR/CC must be exempt from the County's hiring freeze	▪ Improve the quality control (QC) process between RR/CC and K&H to ensure that all voter records are accounted for in the data file sent to K&H, and that K&H mails the VBM packets to all expected voters ▪ Develop and thoroughly test scripts, including a review and validation by Runbeck, before use in a live election
ES&S	Provides and maintains the Automated Signature Verification (ASR) machines	▪ Contract may need to be amended to procure additional ASR machines to prevent delays in preparing the returned VBM ballots for tallying	▪ Receive exemption from the current County purchasing freeze ▪ Finalize contract amendment and confirm procurement by stated deadline in the implementation plan
California Secretary of State (SOS)	Maintains the State's voter registration database (VoteCal)	▪ Voters who elect to receive a VBM ballot and choose to vote in-person must have their VBM ballot suspended ▪ The suspension must be reconciled with VoteCal, which is operated by the SOS ▪ If there is an increase of suspended VBM ballots, VoteCal must have sufficient capacity to support the increased reconciliation requirements	▪ Identify opportunities to improve the process to suspend VBM ballots ▪ In collaboration with the SOS and the County's PollPad vendor, conduct volume testing to ensure the additional volume can be supported

3. **Volume of Individual VBM Ballots Returned at Vote Centers Expected to Increase**

   Consideration: 26% (303,821) of returned VBM ballots were received at Vote Centers during the March 2020 Election. This was the second preferred method to return VBM ballots; 69% (805,740) were mailed through the USPS. It is anticipated this voter behavior will continue with increasing numbers of VBM ballots returned at Vote Centers.

   Resolution Plan: Install standalone VBM ballot drop-off boxes at Vote Center locations and expand the size and capacity of the VBM ballot drop-off box collection team.

4. **Number of Requests for Preferred Languages Expected to Increase**

   Consideration: Voters who previously did not receive VBM ballots will not receive one in their preferred language if RR/CC is not aware in advance of their language preference. Given the language diversity in the County, the Department expects to receive an influx of requests for VBM ballots in a different language once the VBM ballot has been mailed and delivered.

   Resolution Plan: Use a voter's preferred language to receive the Sample Ballot as a reference point. Increase communication to voters on the process to notify the Department of its preferred language well in advance of VBM ballot production.

5. **Voter Education will be Critical**

   Consideration: As previously highlighted, 65% of registered voters (nearly 3.6 million) requested or were legally required to receive a VBM ballot for the March 2020 Election. Therefore, the remaining 35% of registered voters may not be familiar with, or have not previously voted using a mail ballot. Voter education will be of paramount importance to ensure there is awareness and understanding that all registered voters are to receive a VBM ballot, as well as to inform them of their options to request a language-specific ballot and the full set of options available to them for returning their ballot or voting in person.

   Resolution Plan: Effective and frequent communication to the entire voter population including eligible, but not registered and registered voters, specifically targeting those who are not PVBM voters. A large-scale multicultural awareness campaign is critical to educating the public about changes in the voting experience and how voters will be impacted. In addition to a large-scale multicultural and multilingual media campaign, the Department is working with mailing vendors to prepare direct mailings to all registered voters in the County. The direct mailing will give voters specific instructions on how to return the mailing – at no cost to the voter. The messaging, artwork, target strategy and timing of all mailings is still being developed.

   The direct mailings have three objectives:

   - Raise general awareness that all registered voters will receive a VBM ballot
   - Confirm voter residency
   - Provide voters an option to request multilingual materials

   It is a high priority to send such mailings as soon as possible so that the Department has sufficient time to receive responses and update records prior to the first VBM extract, which is due to the County's VBM vendor by August 20, 2020.

6. **Number of Undeliverable VBM Packets is Expected to Increase**

Consideration: Prior to mailing VBM ballots to voters, the Department checks the National Change of Address (NCOA) database, which maintains change-of-address form requests, to determine whether a voter's address has changed. Where changes are required, the Election Management System is updated. The VBM vendor conducts another validation after receiving the list of voter records from RR/CC to further ensure voters receive their VBM ballot as scheduled and to reduce the influx of undeliverable mail. However, there remains a portion of VBM ballots returned as undeliverable because of incorrect or incomplete mailing addresses. The amount of undeliverable mail is expected to grow, which will require an increase in resources and capacity to update the voters' mailing addresses, remake the VBM ballot, and mail new ballots in advance of Election Day.

Resolution Plan: Considering the timeline and implications of mailing a ballot to every registered voter, explore the feasibility of sending residency confirmation communications to voters in advance of VBM ballot production to ensure up-to-date mailing addresses. Determine additional capacity and resource requirements (both RR/CC and vendors) to efficiently address the remaking and mailing of undeliverable VBM packets well in advance of election calendar deadlines. Procure additional capacity and recruit resources based on projections.

ATTACHMENT

VSAP VBM Implementation – Cost Analysis

Los Angeles County Registrar-Recorder/County Clerk
VBM Implementation Plan - Cost Analysis
April 24, 2020
Version 7.1

Introduction: This Cost Analysis is developed in response to Item No. 12 in the Board Motion, dated March 10, 2020, which directs the Department to develop an implementation plan, including a cost analysis, for providing Vote by Mail (VBM) ballots to all registered voters for the November 2020 General Election.

Tab Label	Description
Introduction	Current Tab
Cost Summary	Summary of costs to mail a ballot to every registered voter for the November 2020 Election.
0. Global Assumptions	Assumptions for a variety of areas within the Cost Model and are referenced where application. Note: Other tabs may have additional assumptions.
1. VBM Outbound	Estimated costs associated with VBM Outbound operations.
2. Ballot Drop-off Boxes	Estimated costs associated with VBM Ballot Drop-off Boxes.
3. VBM Inbound	Estimated costs associated with VBM Inbound operations.
4. Outreach	Estimated costs associated with voter outreach (marketing, communications, etc.).
5. Historical Data	Historical data used to inform key assumptions.

Legend

	Modify data in YELLOW cells.
	Vendor cost categories.
	County Staff (including temp) cost categories.
	Supplies & Equipment cost categories.
	Space & Storage cost categories.
	Vote Centers cost categories.
	Content in WHITE cells are pre-populated with text, formulas or references to Global Assumptions.

Document Data	
Client:	Los Angeles County Registrar-Recorder/County Clerk
Deliverable:	VBM Implementation Plan - Cost Analysis
Engagement #:	#330051773
Date:	April 24, 2020
Version:	7.1

VBM Implementation Cost Summary
April 24, 2020
Version 7.1

Cost Category	Estimate
1. VBM Outbound Total:	**$ 8,572,346**
VBM Vendor (K&H)	$ 7,658,653
Postage (USPS)	$ 821,826
County Staff (Temp)	$ 91,867
2. Ballot Drop-Off Boxes Total:	**$ 1,379,536**
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County Staff (Temp)	$ 629,947
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Automated Signature Verification Vendor (ES&S)	$ 202,364
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Supplies and Equipment	$ 87,485
Space and Storage	$ 1,055,197
County Staff (Temp & Contract)	$ 2,576,656
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(A) Estimated Costs to Mail Ballot to All Registered Voters for November 2020 Election:	**$ 21,556,917**
(B) Budgeted VBM Costs for November 2020 Election From Recommended 20/21 Budget:	**$ 7,868,622**
% Change Relative to Budgeted VBM Costs ((A - B) / B):	**174.0%**
(C) Expected Revenue from Mailing Ballot to All Registered Voters for November 2020 Election:	**$ 4,937,970**
(D) Expected VBM Revenue for November 2020 Election From Recommended 20/21 Budget:	**$ 1,809,783**
(E) Projected Net County Cost Increase to Mail Ballot to All Registered Voters for November 2020 Election (A - B - C + D):	**$ 10,560,108**

Key Facts & Statistics	Historical	Projected / Used	Delta	% Change	
Registered Voters	5,513,057	5,723,104	210,047	3.8%	*Historical = March 2020 Presidential Primary*
Permanent Vote by Mail (PVBM) Voters	3,170,355	4,190,575	1,020,220	32.2%	*Historical = March 2020 Presidential Primary*
# of VBM Ballots Mailed	3,582,930	5,723,104	2,140,174	59.7%	*Historical = March 2020 Presidential Primary*
% of Voter Turnout (Presidential)	69.4%	74.0%	4.6%	6.6%	*Historical = 2016 Presidential General*
# of VBM Drop Box Facilities	206	382	176	85.2%	*Historical = March 2020 Presidential Primary*
% of Voter Turnout who Voted via VBM Ballot (Presidential)	53.8%	65.0%	11.2%	20.8%	*Historical = March 2020 Presidential Primary*
Number of VBM Ballots Returned	1,141,594	2,752,813	1,611,219	141.1%	*Historical = March 2020 Presidential Primary*
Number of Voters who Requested a VBM Ballot who Chose to Vote in Person	404,852	1,482,284	1,077,432	266.1%	*Historical = March 2020 Presidential Primary*
Inbound VBM Operations Square Footage	19,488	28,084	8,596	44.1%	*Historical = March 2020 Presidential Primary*

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0. Global Assumptions
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Parameters		Notes
Projected Number of Registered Voters	5,723,104	Average 3.81% increase in registered voters from the Presidential Primary to the General Election for the last 3 elections (2008 = 2.08% increase in registered voters from the Primary to General; 2012 = 3.23% increase in registered voters from the Primary to General; 2016 = 6.11% increase in registered voters from the Primary to General)
Number of Registered Voters for March 2020 Presidential Primary Election	5,513,057	Number of registered voters as of the March 2020 Presidential Primary Election
% Contingency for Anticipated, New Registered Voters	0%	Data point - County of Sacramento - expect E-88 numbers to grow an additional 25k (to 865,000 RV; 2.98% increase) by the time it sends over the initial voter file to its ballot printer around E-54, and by an additional 10,000 (to 875,000 RV; 1.16% increase) around E-40 when it sends its supplemental voter file over.
Projected Number of Registered Voters + Contingency	5,723,104	
Projected Number of PVBM Voters	4,190,575	Average 32.18% increase in PVBM voters from the Presidential Primary to the General Election for the last 2 elections (2012 = 40.22% increase in PVBM voters from the Primary to General; 2016 = 24.14% increase in PVBM voters from the Primary to General)
Number of PVBM Voters for March 2020 Presidential Primary Election	3,170,355	
% of Registered Voters who are UOCAVA Voters	0.52%	Assume 0.52% ratio of UOCAVA Voters to Registered Voters based on the average of the last 3 Presidential General elections (2008 = 0.54%; 2012= 0.49%; 2016 = 0.53%).
Number of UOCAVA Voters	29,610	Number of UOCAVA Voters based on the ratio of UOCAVA Voters to Registered Voters in Cell C10 multiplied by the Projected Number of Registered Voters in Cell C7.
Number of First Time Voters Who Were Not Validated through VoteCal	26,700	Estimate provided by RR/CC IT. HAVA count for March 2020 = 23,242, and assume a ~3500 increase based on trend.
% Voter Turnout	74.0%	Average % Voter Turnout based on the last 3 Presidential General elections (2008 = 81.92%; 2012= 70.46%; 2016 = 69.45%). Additional data points: (1) County of Sacramento - projecting a 74% turnout based on the last Presidential General. (2) Orange County - estimating turnout between 72% to 74%.
Voter Turnout	4,235,097	Voter turnout based on projected number of Registered Voters in Cell C7
% of Voter Turnout who Voted via VBM Ballot	65.0%	An increase of 21.87% from the 2020 Presidential Primary based on the average increase from the 2016 Presidential General (36.22%) 2018 General (44.66%) 2020 Presidential Primary (53.79%). As an additional data point, the County of Sacramento had 93% of voter turnout who voted by VBM ballot for the 2020 Presidential Primary.
Number of Ballot Cards	3	
Min. Number of Ballot Drop-off Boxes	382	Per SB450, minimum of 1 ballot drop-off location per 15,000 Registered Voter.
Scenario 1 (Full Adoption of VCA): Min. Number of Vote Centers E-10	114	Per SB 450, at least one Vote Center is provided for every 50,000 registered voter.
Scenario 1 (Full Adoption of VCA): Min. Number of Vote Centers E-3	572	Per SB 450, at least one Vote Center is provided for every 10,000 registered voter.
Scenario 2 (No Change in Vote Center Ratio from March 2020): Min. Number of Vote Centers E-10	191	Per SB 450, at least one Vote Center is provided for every 30,000 registered voter.
Scenario 2 (No Change in Vote Center Ratio from March 2020): Min. Number of Vote Centers E-3	763	Per SB 450, at least one Vote Center is provided for every 7,500 registered voter.

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Parameters		Notes
Scenario 3 (Executive Order - Reduced # of Vote Centers & Reduced Voting Period): Min. Number of Vote Centers E-3	572	Assume voting period shortened to 4 days (E-3 to Election Day). Further assume the number of Vote Centers determined per SB 450 (at least one Vote Center is provided for every 10,000 registered voter).
Cost per Vote Center Facility and Rentals	$ 2,556.00	Provided by RR/CC for informational purposes only; no costs are derived from this figure in this Cost Model. **Note:** The estimate is based on an approx. cost paid for Vote Center facilities and rentals. It **does not** include operational cost such as staffing, deployment, supplies, etc.
County Staff (Temp and Contractors)		
Clerk, NC	$ 27.56	S&EB rate based on CEO's FY 20/21 S&EB Cost Analysis.
Election Assistant III, NC	$ 44.01	S&EB rate based on CEO's FY 20/21 S&EB Cost Analysis.
Election Assistant II, NC	$ 34.32	S&EB rate based on CEO's FY 20/21 S&EB Cost Analysis.
Election Assistant I, NC	$ 28.89	S&EB rate based on CEO's FY 20/21 S&EB Cost Analysis.
Contract Staff	$ 22.60	Based on the average hourly rate from 3 contract agencies previously used in March 2020.
K&H: Outgoing VBM Election Mailing Services		K&H pricing ($) is on a per unit basis and includes shipping, handling and all applicable taxes unless otherwise stated in the SOW. Pricing applies to all material orders.
% Spoilage	11%	Applicable to Outer Envelopes, Return Envelopes, "I Voted" Stickers. Spoilage examples = ink issues, paper jams, audit samples, etc.
% Tax	9.5%	Taxable products: ballot printing, ballot wrap, inserts, envelopes, stickers
Ballot Size	8.5 x 14	**Dropdown**. K&H per unit cost based on Ballot Size selection: 8.5" x 14" or 10.5" x 17"
Outer Envelope	$ 0.07	Value will change based on Ballot Size in Cell C36
Return Envelope (Standard)	$ 0.066	Unit cost dependent on Ballot Size in Cell C36
"I Voted" Sticker	$ 0.05	
Ballot Insert Wrap	$ 0.14	Cost for ballot wrap is tiered pricing. Value will change based on the number of Ballot Cards in Cell 19
Military Insert (Full Sheet - 8 1/2" x 11" - 1 sided)	$ 0.077	Pricing is not dependent on ballot size
HAVA Insert (All languages 1pprox. 4.25x8.25 full color - 2 sided)	$ 0.088	Pricing is not dependent on ballot size
Sample Ballot Books (Provided to K&H)		
Insertion of Book into VBM Packet	$ 0.08	
Per Booklet Version Provided	$ 100.00	
Ballot Cards (price per ballot card)	$ 0.183	Unit cost dependent on Ballot Size (cell C36)
Machine Mail Assembly (assemble single VBM packet)	$ 0.31	
Subsequents (fee for each package after E-29 drop)	$ 0.10	
Hand Assembly (as needed, used in place of machine assembly fee)	$ 0.50	
Roundtrip Tracking (variable IMB, data collection, and upload)	$ 0.03	

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1. VBM Outbound
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Cost Category		Estimate	Assumption
1. VBM Outbound			
Vendor			
Outer Envelope			
Number of Outer Envelopes		5,723,104	One Outer Envelope per Registered Voter + Contingency.
Number of Additional Outer Envelopes (Spoilage)		629,541	Additional 11% towards spoiled Outer Envelopes.
Cost per Outer Envelope	$	0.07	8 1/2" x 14" ballot size
Outer Envelope Total:	**$**	**444,685.22**	
Return Envelope (Standard)			
Number of Return Envelopes		5,723,104	One Return Envelope per Registered Voter + Contingency.
Number of Additional Return Envelopes (Spoilage)		629,541	Additional 11% towards spoiled Return Envelopes.
Cost per Return Envelope	$	0.066	8 1/2" x 14" ballot size
Return Envelope Total:	**$**	**419,274.63**	
"I Voted" Sticker			
Number of "I Voted" Stickers		5,723,104	One "I Voted" Sticker per Registered Voter + Contingency.
Number of Additional "I Voted" Stickers (Spoilage)		629,541	Additional 11% towards spoiled "I Voted" Stickers.
Cost per "I Voted" Sticker	$	0.05	Cost per "I Voted" Sticker is $0.05 regardless of ballot size
"I Voted" Sticker Total:	**$**	**317,632.30**	
Ballot Insert Wrap			
Number of Ballot Insert Wraps		5,723,104	One Ballot Insert Wrap per Registered Voter + Contingency.
Cost per Ballot Insert Wrap	$	0.14	3 cards per VBM ballot; 8 1/2" x 14" ballot size
Ballot Insert Wrap Total:	**$**	**801,234.63**	
Military Insert			
Number of Military Inserts		29,610	One full sheet per UOCAVA voter.
Cost per Military Insert	$	0.077	Pricing is not dependent on ballot size
Military Insert Total:	**$**	**2,279.99**	
HAVA Insert			
Number of First Time Voters Who Were Not Validated through VoteCal		26,700	HAVA insert provided to voters who need to provide ID for a Federal Election
Cost per HAVA Insert	$	0.088	
HAVA Insert Total:	**$**	**2,349.60**	
Sample Ballot Books (Provided to K&H)			
Number of Sample Ballot Books to be Inserted in VBM Packet		0	Assume Sample Ballot Books will be mailed separately for the Nov 2020 General Election
Cost per Insertion of Sample Ballot Book in VBM Packet	$	0.08	
Number of Booklet Versions		0	Assume Sample Ballot Books will be mailed separately for the Nov 2020 General Election
Cost per Booklet Version	$	100.00	
Sample Ballot Books Total:	**$**	**-**	

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Cost Category		Estimate	Assumption
Ballot Cards			
Number of Registered Voters		5,723,104	Number of Registered Voters + Contingency.
Number of Cards per VBM Ballot		3	Between 2 to 3 ballot cards based on the March 2020 Primary and 2018 General Elections
Cost per Ballot Card	$	0.183	
	Ballot Card Total:	**$ 3,141,984.35**	
Machine Mail Assembly			
Number of VBM Packets to be Assembled		5,723,104	One VBM Packet per Registered Voter + Contingency.
Cost to Assemble each VBM Packet	$	0.31	
	Machine Mail Assembly Total:	**$ 1,774,162.39**	
Subsequents			
Number of VBM Packets After E-29 Drop		147,084	Assume 2.57% of VBM Packets issued will receive a 2nd ballot request. 90k 2nd ballot requests in March (unrelated to NPP crossover requests; balance of removing party-based 2nd ballot requests with the expected increase in bad address data for all non-PVBM voter files), which is 2.57% of VBM Packets issued (~3.5M). 2nd ballot issuance originates from either: (1) Voter calls in / emails; (2) RR/CC receives the original returned VBM packet with a new LA County address; (3) Voter re-registers through online registration (an address/language/party change) after the original packet has been printed. As an additional point of reference, 2018 General = ~36k out of 2.7M (1.33%) and 2016 General = ~41k out of 2.4M (1.71%). Per K&H, other States that are currently 100% VBM ran an average of approx. 2% thus ~3% for Los Angeles County is a good number. Data point: (1) Orange County - 68,476 supplemental packets after initial mailing. Total registration approaching 1.7M, thus supplemental volume was approx. 4% of total registered voters.
Cost per VBM Packet After E-29 Drop		0.10	
	Subsequents Total:	**$ 14,708.38**	
Hand Assembly			
Number of Second Ballots Issued in a Multi-Language		4,000	Between 1k - 2k second ballots issued in November 2016 and 2018 elections; assume double.
Number of VBM Packets to be Hand Assembled		151,084	Number of Subsequents plus estimated number of second ballots issued in a multi-language
Cost to Hand Assemble each VBM Packet		0.50	As needed; used in place of Machine Assembly Fee. For subsequent or for mass (additional language needs)
	Hand Assembly Total:	**$ 75,541.89**	
Roundtrip Tracking			
Number of VBM Packets		5,870,188	One VBM packet per Registered Voter (info given to Ballot Trax) + Contingency.
Cost per VBM Packet		0.03	
	Roundtrip Tracking Total:	**$ 176,105.65**	
K&H Tax		**$ 488,694.16**	Taxable products: ballot printing, ballot wrap, inserts, envelopes, stickers
	Vendor Subtotal:	**$ 7,658,653.18**	

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Cost Category		Estimate	Assumption
Supplies and Equipment			
Outgoing VBM Postage			
Number of VBM Packets Mailed		5,870,188	Based on the number of VBM Packets Assembles (reference cell B54) and Number of Subsequents (reference cell B58)
Postage Cost per VBM Packet		$0.14	Average of $0.14 assuming mass mailing volume at a rate of $0.112 per packet and subsequent mailing volume at a rate of $1.00 per packet. Per K&H: Main mail drop will be at a rate of $0.112 per packet. The rate will then be higher on the supplemental drops, with some being as high as a dollar or more as approach E-7.
	Outgoing VBM Postage Total:	**821,826**	
	Supplies and Equipment Subtotal:	**$ 821,826.36**	
County Staff (Includes Temp Staff)			
Manual VBM Applications			
Number of Manual VBM Applications		100,000	Due to new voters, change of address, suspend & reissue (due to undeliverable with a change of address within LA County), etc. ~20k+ suspend & reissue in March 2020 and ~28k change of address at the Polls.
Rate / Hour		30	
Number of Hours Needed		3,333	
Number of Staff		26	
Number of Hours per Staff per Day		7	
Number of Days		18	E-29 through E-6. Mon-Fri.
Hourly Rate per Staff		$ 27.56	Clerk, NCs
	Manual VBM Applications Total:	**$ 91,866.67**	
	County Staff Subtotal:	**$ 91,866.67**	
1. VBM Outbound Total:		**$ 8,572,346.21**	

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2. Ballot Drop-off Boxes
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Cost Category		Estimate	Assumption
2. Ballot Drop-Off Boxes			
Supplies and Equipment			
Drills			
Drills (Installation)		4	Total drills required
Cost per Drill		$ 245.88	
	Drills Total:	**$ 983.52**	
Drill Bits			
Drill Bits (Installation)		50	Total drill bits required
Cost per Drill Bits		$ 18.50	
	Drill Bits Total:	**$ 925.00**	
VBM Van Rental			
Number of VBM Vans		15	Average 7 stops / route; approx. 25 routes
Weekly Rate per VBM Van Rental		$ 400.00	
Number of Weeks VBM Vans Needed		5	
	VBM Van Rental Total:	**$ 30,000.00**	
Ballot Drop-off Boxes			
Number of Ballot Drop-off Boxes Est. for Nov 2020		382	
Number of Ballot Drop-off Boxes Previously Procured		110	10 Large and 100 Medium Ballot Drop-off Boxes previously procured for March 2020 Election
Number of Additional Ballot Drop-off Boxes (Medium Size)		272	
Cost per Ballot Drop-off Box		$ 2,643.00	Includes cost per M910 Stainless Ballot and freight cost. Source: ascabr (ballot drop-off box vendor)
	Ballot Drop-off Box Total:	**$ 717,681.01**	
	Supplies and Equipment Subtotal:	**$ 749,589.53**	
County Staff (Includes Temp Staff)			
Location Recruitment			
Number of Location Recruitment Staff		7	
Number of Days (VBM Account Managers)		90	
Number of Hours per Day		8	
Hourly Rate		$ 34.32	EA II Classification
	VBM Account Managers Subtotal:	**$ 172,972.80**	
Number of VBM 24-Hour Box Field Assessment Workers		8	
Number of Days (VBM 24-Hour Box Field Assessment Workers)		45	
Number of Hours per Day		8	
Hourly Rate		$ 34.32	EA II Classification
	VBM Account Managers Subtotal:	**$ 98,841.60**	
	Location Recruitment Total:	**$ 271,814.40**	
Installation			
Number of Ballot Drop-off Boxes Est. for Nov 2020		382	
Number of Ballot Drop-off Boxes Previously Installed		36	1 Large and 35 Medium Ballot Drop-off Boxes already installed

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Cost Category		Estimate	Assumption
Number of Net New Ballot Drop-off Boxes to be Installed		346	Assume all VBM Ballot Drop-off Boxes will be 24-hour, external.
Number of Hours per Installation		4	
Hourly Rate per Installation Team (2 People)	$	55.86	
County Staff (Installation) Total:	**$**	**77,207.52**	
Assessment			
Number of Ballot Drop-off Boxes Est. for Nov 2020		382	
Number of Field Reps (Accessibility Surveyor) per Assessment		2	
Number of Hours per Assessment		4	
Hourly Rate per Field Rep	$	25.40	
County Staff (Assessment) Total:	**$**	**77,528.99**	
Ballot Collection - Truck Drivers			
Number of Truck Drivers per Day		2	
Number of Hours per Truck Driver per Day		8	
Number of Days		32	Timeline accounts for vans being picked up, labeled, refueled, returned, etc.
Hourly Rate per Truck Driver	$	34.32	EA II Classification
County Truck Drivers (Ballot Collection) Total:	**$**	**17,571.84**	
Election Day - Truck Drivers (Additional)			
Number of Truck Drivers		400	Teams of 2
Number of Hours per Truck Driver		8	
Hourly Rate per Truck Driver	$	34.32	EA II Classification
County Election Day Truck Drivers Total:	**$**	**109,824.00**	
Election Day - Loading Assistants			
Number of Loading Assistants		190	
Stipend per Loading Assistant	$	400.00	
Loading Assistants (Contract Staff) Total:	**$**	**76,000.00**	
County Staff Subtotal:	**$**	**629,946.75**	
2. Ballot Drop-Off Boxes Total:	**$**	**1,379,536.28**	

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3. VBM Inbound
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Cost Category		Estimate	Assumption
3. VBM Inbound			
Supplies and Equipment			
Ballot Security Envelopes			
Number of Vote Centers (E-10)		191	
Number of Vote Centers (E-3)		763	Assumes the greatest number of Vote Centers across the multiple scenarios.
Number of Ballot Security Envelopes (BSEs) per VC per Day		6	
Cost per BSE	$	1.19	
Ballot Security Envelopes Total:	**$**	**36,776.67**	
Replacement Envelopes			
Number of Replacement Envelopes per Vote Center		40	4 sets of 10 envelopes
Number of Vote Centers (E-3)		763	Assumes the greatest number of Vote Centers across the multiple scenarios.
Cost per Replacement Envelope	$	0.15	
Replacement Envelopes Total:	**$**	**4,578.48**	
Envelopes for Surrendered VBM Ballots (Scenario 1)			
Number of Vote Centers (E-10)		191	Assumes the greatest number of Vote Centers across the multiple scenarios.
Number of Vote Centers (E-3)		763	Assumes the greatest number of Vote Centers across the multiple scenarios.
Number of Envelopes per VC per Day		1	
Cost per Envelope for Surrendered VBM Ballots	$	1.19	
Envelopes for Surrendered VBM Ballots Total:	**$**	**6,129.44**	
Business Reply Mail (USPS Postage)			
Estimated Voter Turnout		4,235,097	
% of Voter Turnout who Voted via VBM Ballot		65%	
Number of Returned VBM Ballots		2,752,813	
% of Returned VBM Ballots via USPS		69.2%	Approx. 70% of VBM Ballots were returned via USPS for the March 2020 Presidential Primary (See Historical Data tab)
USPS Postage per Returned VBM Ballot (Business Reply Mail)	$	0.606	Based on the average BRM postage cost from the March 2020 Presidential Primary Election
BRM Cost Total:	**$**	**1,154,076.77**	
Signature Verification			
Estimated Voter Turnout		4,235,097	
% of Voter Turnout who Voted via VBM Ballot		65%	
Number of Returned VBM Ballots		2,752,813	
Cost per VBM Ballot for Signature Verification (50,000-200,000 ballots)	$	0.173	ES&S's per unit cost based on volume band 50,000-200,000
Cost per VBM Ballot for Signature Verification (200,001-500,000 ballots)	$	0.127	ES&S's per unit cost based on volume band 200,001-500,000
Cost per VBM Ballot for Signature Verification (500,001-1M ballots)	$	0.092	ES&S's per unit cost based on volume band 500,001-1,000,000
Cost per VBM Ballot for Signature Verification (1,000,001 - 1.5M ballots)	$	0.081	ES&S's per unit cost based on volume band 1,000,001 - 1,500,000
Cost per VBM Ballot for Signature Verification (1,500,001 - 2M ballots)	$	0.046	ES&S's per unit cost based on volume band 1,500,001 - 2,000,000
Cost per VBM Ballot for Signature Verification (2M+ ballots)	$	0.023	ES&S's per unit cost based on volume band 2,000,001+
Signature Verification (ASR Machine) Volume Cost (50,000-200,000 ballots)	$	25,950.00	
Signature Verification (ASR Machine) Volume Cost (200,001-500,000 ballots)	$	38,099.87	
Signature Verification (ASR Machine) Volume Cost (500,001-1M ballots)	$	45,999.91	
Signature Verification (ASR Machine) Volume Cost (1,000,001 - 1.5M ballots)	$	40,499.92	
Signature Verification (ASR Machine) Volume Cost (1,500,001 - 2M ballots)	$	22,999.95	

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Cost Category		Estimate	Assumption
Signature Verification (ASR Machine) Volume Cost (2M+ ballots)	$	17,314.70	
Signature Verification (ASR Machine) - Upfront Fee	$	11,500.00	Assumes use of current 4 ASR machines. The RR/CC is considering increasing by 2 additional machines, however not yet finalized.
Signature Verification (Volume + Upfront Fee) Total:	**$**	**202,364.36**	
Machine Envelope Opener			
Number of Machine Openers		1	Assume an additional machine opener is needed. Staff manually extract the ballots. Current operations use 10 OPEX machines to open and 1 machine opener. Machine letter opener opens 100 envelopes/2min; OPEX machine opens 100 envelopes/4.3minutes
Cost per Machine Opener	$	40,000.00	
Machine Envelope Opener Total:	**$**	**40,000.00**	
Supplies and Equipment Subtotal:	**$**	**1,443,925.72**	
Space and Storage			
VBM Inbound Facility			
Square Footage		28,084	Increase of 44.11% from current space (3rd Floor at RR/CC HQ= 19,488 sq ft).
Cost per Square Foot	$	1.505	Estimate provided by CEO research, assuming the average cost psf and average cost of taxes & operation expenses. Research parameters were a 10 mile radius of RRCC headquarters in Norwalk. The estimated rental costs are between $.80 and $1.20 psf on a triple net basis with the average currently being $1.13 psf. Warehouse space is typically quoted on a triple net basis. Triple net means that this does not include the cost of taxes and operating expenses, which can add another $.25 to $.50 psf. Costs are based on the age of the building, condition, size, features, location and amount of maintenance required.
Duration (in Months)		12	Assume space will be needed for a full year
VBM Inbound Facility Total:	$	507,197.04	
TOC Storage Shelves - VBM Ballot Cards			
Max. Number of VBM Ballot Boxes (Current Capacity)		7,492	
Max. Number of Ballot Cards per VBM Ballot Box (Current Capacity)		1,000	
Total Ballot Cards Stored (Current Capacity)		7,492,000	
Estimated Voter Turnout		4,235,097	
% of Returned VBM Ballots		65%	
Max. Ballot Cards Anticipated for November 2020		8,258,440	3 ballot cards per returned VBM Ballot
Additional Capacity Needs		766,440	
Cost for Additional Capacity	$	135,000.00	Additional capacity would require removal of existing shelves and installation of new shelves on raised foundation with sub-floor wiring and resolving asbestos issues
Additional TOC Shelves Total:	$	135,000.00	

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Cost Category		Estimate	Assumption
EOC Storage Area - Pallets			
Max. Number of Pallets (Current Capacity)		1,260	Post tally, and should include the 60 pallets for other election waste from inbound VBM operations.
Max. Number of Boxes per Pallet (Current Capacity)		54	
Max. Number of Ballot Cards per VBM Ballot Box (Current Capacity)		1,000	
Total Ballot Cards Stored (Current Capacity)		68,040,000	
Buildout of Additional Shelves at EOC for VBM Ballot Pallet Storage	$	295,000.00	Source of estimate from vendor as part of mezzanine plans - for cage area and non-cage area. Each pallet weighs 1500 lbs. Each shelf rack can hold up to 2,000 lbs. per pallet position.
Mark-up		40%	Assumes markup for Smartmatic to secure subcontractor.
Additional EOC Shelves Total:	**$**	**413,000.00**	
Space and Storage Subtotal:	**$**	**1,055,197.04**	
County Staff (Includes Temp Staff)			
Counter (RR/CC HQ)			
Number of Staff		15	
Number of Hours per Staff per Day		8	
Number of Days		44	E-29 through E+24. Mon-Fri plus E-10 (10/24), E-9 (10/25), E-3 (10/31), and E-2 (11/1)
Hourly Rate per Staff	$	27.56	Clerk, NCs
Counter (RR/CC HQ) Total:	**$**	**145,516.80**	
Drivers			
Number of Staff		6	
Number of Hours per Staff per Day		8	
Number of Days		52	E-36 through E+24. Mon-Fri plus E-10 (10/24) and E-3 (10/31).
Hourly Rate per Staff	$	34.32	EA II Classification
Drivers Total:	**$**	**85,662.72**	
VBM Drop Box Processing			
Number of Staff		4	
Number of Hours per Staff per Day		6	
Number of Days		25	E-29 through E+3. Mon-Fri.
Hourly Rate per Staff	$	27.56	Clerk, NCs
VBM Drop Box Processing Total:	**$**	**16,536.00**	
Mail / BSE Sorting			
Number of Staff		20	
Number of Hours per Staff per Day		7	
Number of Days		36	E-29 through E-11 = Mon-Fri. E-10 through E+10 = Every Day
Hourly Rate per Staff	$	27.56	Clerk, NCs
Mail / BSE Sorting Total:	**$**	**138,902.40**	
ASR Machine Processing			
Number of Staff		22	Assumes 6 ASR machines. 2 people / machine, plus a catcher and report writers.
Number of Hours per Staff per Day		7	
Number of Days		41	E-29 through E-11 = Mon-Fri. E-10 through E+15 = Every Day
Hourly Rate per Staff	$	27.56	Clerk, NCs
ASR Machine Processing Total:	**$**	**174,013.84**	

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Cost Category		Estimate	Assumption
Cure Letter Processing			
Number of Staff		8	Had 6 in march.
Number of Hours per Staff per Day		8	
Number of Days		49	E-29 through E-11 = Mon-Fri. E-10 through E+15 = Every Day. E+16 through E+27 = Mon-Fri.
Hourly Rate per Staff	$	27.56	Clerk, NCs
	Cure Letter Processing Total: $	**86,428.16**	
Prepping Ballots for Tally Transport			
Number of Staff		6	
Number of Hours per Staff per Day		8	
Number of Days		25	Starting at E-15 through E+17. Mon-Fri.
Hourly Rate per Staff	$	27.56	Clerk, NCs
	Prepping Ballots for Tally Transport Total: $	**33,072.00**	
Extractions			
Estimated Voter Turnout		4,235,097	
% of Returned VBM Ballots		65%	
Number of Returned VBM Ballots		2,752,813	
Rate / Hour		70	
Number of Hours Needed		39,326	
Number of Staff		159	
Number of Hours per Staff per Day		8	
Number of Days		31	E-14 through E+16. Every day. Assumes shifts are staggered and no overtime needed. Data point: (1) Orange County - Cleared all mail for Tally on Monday before Election by working 24-hour shifts.
Hourly Rate per Staff	$	27.56	Clerk, NCs
	Prepping Ballots for Tally Transport Total: $	**1,083,821.90**	
Exception Reports			
Estimated Voter Turnout		4,235,097	
% of Returned VBM Ballots		65%	
Number of Returned VBM Ballots		2,752,813	
Number of Exception Reports per Returned VBM Ballot		200	Assumes 1 Exception Report per 200 Returned VBM Ballot
Number of Exception Reports		13,764	
Rate / Hour		8	
Number of Hours Needed		1,721	
Number of Staff		6	Number of staff dependent on duration and volume.
Number of Hours per Staff per Day		8	
Number of Days		35	E-29 through E+17 (Nov 20). Mon-Fri.
Hourly Rate per Staff	$	27.56	Clerk, NCs
	Prepping Ballots for Tally Transport Total: $	**47,417.21**	

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Cost Category		Estimate	Assumption
Manual Signature Verification (Challenges)			
Estimated Voter Turnout		4,235,097	
% of Returned VBM Ballots		65%	
Number of Returned VBM Ballots		2,752,813	
% of Returned VBM Ballots Requiring Manual Signature Verification		45%	
Number of VBM Ballots Requiring Manual Signature Verification		1,238,766	
Rate / Hour		1,000	
Number of Hours Needed		1,239	
Number of Staff		5	Number of staff dependent on duration and volume.
Number of Hours per Staff per Day		7	
Number of Days		35	E-29 through E+17 (Nov 20). Mon-Fri.
Hourly Rate per Staff	$	27.56	Clerk, NCs
Manual Signature Verification (Challenges) Total:	**$**	**34,140.39**	
Tally Operations - IT Operation Lead			
Number of Staff		1	
Number of Hours per IT Operation Lead per Day		8	
Number of Days (Plus Overtime)		67.5	9/1 - 11/27. Mon-Friday, plus 1 weekend before E (OT) plus 1 weekend after E (OT) plus an additional 8 hours Election Night (OT).
Hourly Rate per Staff	$	44.01	EA III, NCs
IT Operation Lead Total:	**$**	**23,765.40**	
Tally Operations - Operation Lead			
Number of Staff		1	
Number of Hours per Operation Lead per Day		8	
Number of Days (Plus Overtime)		67.5	9/1 - 11/27. Mon-Friday, plus 1 weekend before E (OT) plus 1 weekend after E (OT) plus an additional 8 hours Election Night (OT).
Hourly Rate per Staff	$	34.32	EA II, NCs
Operation Lead Total:	**$**	**18,532.80**	
Tally Operations - Scanner Operators			
Number of Staff		24	
Number of Hours per Scanner Operator per Day		8	
Number of Days (Plus Overtime)		28.5	10/22 - 11/20. Mon-Friday, plus 1 weekend before E (OT) plus 1 weekend after E (OT) plus an additional 8 hours Election Night (OT).
Hourly Rate per Staff	$	34.32	EA II, NCs
Scanner Operators Total:	**$**	**187,799.04**	
Tally Operations - Election Prep, Ballot Removal/Relocation, L&A			
Number of Staff		14	
Number of Hours per Staff per Day		8	
Number of Days (Plus Overtime)		67.5	9/1 - 11/27. Mon-Friday, plus 1 weekend before E (OT) plus 1 weekend after E (OT) plus an additional 8 hours Election Night (OT).
Hourly Rate per Staff	$	28.89	EA I, NCs
Election Prep, Ballot Removal/Relocation, L&A Total:	**$**	**218,408.40**	

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Cost Category		Estimate	Assumption
Tally Operations - Tally Output Staff			
Number of Staff		24	
Number of Hours per Staff per Day		8	
Number of Days (Plus Overtime)		26.5	10/23 - 11/19. Mon-Friday, plus 1 weekend before E (OT) plus 1 weekend after E (OT) plus an additional 8 hours Election Night (OT).
Hourly Rate per Staff	$	22.60	Contract
	Tally Output Staff Total:	**$ 114,971.84**	
Tally Operations - Ballot Input Handlers			
Number of Staff		12	
Number of Hours per Staff per Day		8	
Number of Days (Plus Overtime)		26.5	10/23 - 11/19. Need 1 weekend before and 1 weekend after Election Day = Overtime. Plus 8 hours Election Night (OT)
Hourly Rate per Staff	$	22.60	Contract
	Ballot Input Handlers Total:	**$ 57,485.92**	
Tally Operations - Snag Clerks			
Number of Staff		18	
Number of Hours per Staff per Day		8	
Number of Days (Plus Overtime)		26.5	10/23 - 11/19. Mon-Friday, plus 1 weekend before E (OT) plus 1 weekend after E (OT) plus an additional 8 hours Election Night (OT).
Hourly Rate per Staff	$	22.60	Contract
	Snag Clerks Total:	**$ 86,228.88**	
Tally Operations - Box Tracking			
Number of Staff		1	
Number of Hours per Staff per Day		8	
Number of Days (Plus Overtime)		26.5	10/23 - 11/19. Mon-Friday, plus 1 weekend before E (OT) plus 1 weekend after E (OT) plus an additional 8 hours Election Night (OT).
Hourly Rate per Staff	$	22.60	Contract
	Box Tracking Total:	**$ 4,790.49**	
Tally Operations - Box Transporter			
Number of Staff		4	
Number of Hours per Staff per Day		8	
Number of Days (Plus Overtime)		27	10/23 - 11/19. Mon-Friday, plus 1 weekend before E (OT) plus 1 weekend after E (OT) plus an additional 8 hours Election Night (OT).
Hourly Rate per Staff	$	22.60	Contract
	Box Transporter Total:	**$ 19,161.97**	
	County Staff Subtotal:	**$ 2,576,656.17**	
3. VBM Inbound Total:		**$ 5,075,778.93**	

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4. Outreach
April 24, 2020
Version 7.1

Cost Category		Estimate	Assumption
4. Outreach			
Postage			
Number of Mailings		2	
Outgoing Postage		$ 621,600.00	
Return Postage		$ 1,960,000.00	
	Postage Total:	**$ 5,163,200.00**	
Mailings			
Number of Mailings		2	
Mailings		$ 683,027.99	Assumes 8.5 x 14" size mailing. If the RR/CC decides to pursue 8.5 x 11", the cost would be reduced by $167,699.25.
	Mailings Total:	**$ 1,366,055.98**	
4. Outreach Total:		**$ 6,529,255.98**	

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5. Historical Data
April 24, 2020
Version 7.1

Requested VBM Ballot, Then Surrendered to Vote at Polls (VAP)

election_date	name	AV request	AV returned	% AV Returned (relative to Requested)	AV VAP	% Surrendered to VAP	Voted
3/3/2020	PRESIDENTIAL PRIMARY ELECTION	3,582,930	1,141,594	32%	404,852	11%	2,122,469
11/6/2018	GENERAL ELECTION	2,704,810	1,358,879	50%	353,265	13%	3,011,818
6/5/2018	STATEWIDE DIRECT PRIMARY ELECTION	2,321,276	670,965	29%	143,899	6%	1,499,972
11/8/2016	GENERAL ELECTION	2,420,613	1,306,928	54%	463,588	19%	3,567,857
6/7/2016	PRESIDENTIAL PRIMARY ELECTION	1,925,246	732,955	38%	253,959	13%	2,087,591
11/4/2014	GENERAL ELECTION	1,616,818	585,317	36%	107,867	7%	1,541,878

March 2020 Presidential Primary: VBM Returns Distribution

Return Source	Description	Ballots	% of Total
Drop Box	Permanent Boxes	4,038	0.35%
Drop Off Location	Drop Boxes that are supervised	50,027	4.30%
Vote Center Drop Off	VBM Ballots returned via BSEs	303,821	26.09%
Fax	Returned via Fax	1,062	0.09%
Mail	Returned via USPS	805,740	69.18%
		1,164,688	

HISTORICAL DATA (Provided by RR/CC in Apr 2020)

Year	Election	Reg	% Change from Primary to General	PVBM	% of Reg Voters who are PVBM	One-Time VBM Request	Total # of Voters who Received a VBM Ballot (PVBM + One-Time)	% Change in One-Time VBM Requests	Ballots Cast	Poll	VBM	% VBM Ballots	Total Turnout	Voters Never Voted	UOCAVA Registration	UOCAVA as a % of Total Registered
1998	Gubernatorial Primary	3,772,593							1,450,126	1,164,594	285,532	19.69%	38.44%	61.56%		
1998	Gubernatorial General	3,854,826							2,058,862	1,651,086	407,776	19.81%	53.41%	46.59%		
2000	Presidential Primary	3,808,488							1,836,153	1,519,271	316,882	17.26%	48.21%	51.79%	972	0.03%
2000	Presidential General	4,075,037							2,769,927	2,226,784	543,143	19.61%	67.97%	32.03%	3,651	0.09%
2002	Gubernatorial Primary	4,142,514							1,070,651	851,675	218,976	20.45%	25.85%	74.15%	729	0.02%
2002	Gubernatorial General	3,962,831							1,784,320	1,424,638	359,682	20.16%	45.03%	54.97%	1,514	0.04%
2004	Presidential Primary	3,670,157							1,379,747	1,049,394	330,353	23.94%	37.59%	62.41%	1,990	0.05%
2004	Presidential General	3,901,106							3,085,582	2,383,889	701,693	22.74%	79.10%	20.90%	14,572	0.37%
2006	Gubernatorial Primary	3,826,979							1,050,076	735,252	314,824	29.98%	27.44%	72.56%	12,671	0.33%
2006	Gubernatorial General	3,899,397							2,033,119	1,501,736	531,383	26.14%	52.14%	47.86%	13,472	0.35%
2008	Presidential Primary	3,951,957							2,183,998	1,701,077	482,921	22.11%	55.26%	44.74%	13,570	0.34%
2008	June Primary	4,027,819							812,308	496,172	316,136	38.92%	20.17%	79.83%	13,733	0.34%
2008	Presidential General	4,111,642	2.08%						3,368,057	2,557,835	810,222	24.06%	81.92%	18.08%	22,111	0.54%
2010	Gubernatorial Primary	4,355,447		811,674	18.64%	135,296	946,970		1,021,448	651,949	369,499	36.17%	23.45%	76.55%	20,307	0.47%
2010	Gubernatorial General	4,421,019		1,080,400	24.44%	179,185	1,259,585	32.44%	2,377,105	1,698,454	678,651	28.55%	53.77%	46.23%	20,658	0.47%
2012	Presidential Primary	4,450,035		1,154,027	25.93%	53,119	1,207,146	-70.36%	973,274	541,463	431,811	44.37%	21.87%	78.13%	16,938	0.38%
2012	Presidential General	4,593,621	3.23%	1,618,226	35.23%	179,166	1,797,392	237.29%	3,236,704	2,260,876	975,828	30.15%	70.46%	29.54%	22,410	0.49%
2014	Gubernatorial Primary	4,823,407		1,552,321	32.18%	29,710	1,582,031	-83.42%	824,070	423,376	400,694	48.62%	17.08%	82.92%	20,922	0.43%
2014	Gubernatorial General	4,544,455		1,629,216	35.85%	44,746	1,673,962	50.61%	1,518,835	941,812	577,023	37.99%	33.42%	66.58%	19,919	0.44%
February 11, 2016	*POINT IN TIME*	4,848,454														
2016	Presidential Primary	4,809,383		1,975,909	41.08%	72,927	2,048,836	62.98%	2,006,976	1,284,949	722,027	35.98%	41.73%	58.27%	20,501	0.43%
July 11, 2016	*POINT IN TIME*	4,949,805														
2016	Presidential General	5,103,353	6.11%	2,452,857	48.06%	160,227	2,613,084	119.71%	3,544,115	2,260,467	1,283,648	36.22%	69.45%	30.55%	26,871	0.53%
July 17, 2017	*POINT IN TIME*	5,412,696														
February 6, 2018	*POINT IN TIME*	5,341,818														
April 14, 2018	*POINT IN TIME*	5,136,711														
2018	Statewide Direct Primary Election	5,140,129		2,285,763	44.47%	36,862	2,322,625	-76.99%	1,490,502	825,427	665,075	44.62%	29.00%	71.00%	24,271	0.47%
2018	General Election	5,200,514		2,600,128	50.00%	106,203	2,706,331	188.11%	3,023,417	1,673,104	1,350,313	44.66%	58.14%	41.86%	25,263	0.49%
March 1, 2019	*POINT IN TIME*	5,369,536														
April 18, 2019	*POINT IN TIME*	5,380,594														

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May 28, 2019	*POINT IN TIME*	5,411,802														
August 7, 2019	*POINT IN TIME*	5,424,197														
October 9, 2019	*POINT IN TIME*	5,461,945														
October 16, 2019	*POINT IN TIME*	5,462,159														
October 21, 2019	*POINT IN TIME*	5,461,224														
October 31, 2019	*POINT IN TIME*	5,466,037														
January 13, 2020	*POINT IN TIME*	5,483,014														
January 20, 2020	*POINT IN TIME*	5,488,620														
February 20, 2020	*POINT IN TIME*	5,534,513														
2020	Presidential Primary	5,513,057		3,170,355	57.51%	412,575	3,582,930	288.48%	2,122,469	980,875	1,141,594	53.79%	38.50%	61.50%	25,518	0.46%
						average % change in One-Time VBM requests:		74.88%								
								64.99%								

Registered Voters (yellow cells are projections)	As of:	# of Weeks	Avg % Change Week-Over-Week	
5,546,785	18-Feb-20			
5,580,416	25-Mar-20	5	0.12%	
5,592,466	3-Apr-20	1	0.17%	
5,600,575	*12-Apr-20*		**0.145%**	*avg WOW estimate*
5,608,696	*21-Apr-20*			
5,616,829	*30-Apr-20*			
5,624,973	*9-May-20*			
5,633,129	*18-May-20*			
5,641,297	*27-May-20*			
5,649,477	*5-Jun-20*			
5,657,669	*14-Jun-20*			
5,665,872	*23-Jun-20*			
5,674,088	*2-Jul-20*			
5,682,315	*11-Jul-20*			
5,690,555	*20-Jul-20*			
5,698,806	*29-Jul-20*			
5,707,069	*7-Aug-20*			
5,715,345	*16-Aug-20*			
5,723,632	*25-Aug-20*	*E-70*		

Sample Ballot (Jan 15, 2020)

Input Qty	NCOA Matches	NonUSPS	Sent in mail	Total Bad Addresses	Returned Undeliverable	Returned Change of Address	**Total Undeliverables**
5,190,557	90,731	45	5,099,781	269,137	159,900	18,461	**178,361**
							3.50%

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Approved by City Manager:

CITY *of* CALABASAS

CITY COUNCIL AGENDA REPORT

DATE: AUGUST 3, 2020

TO: HONORABLE MAYOR AND COUNCILMEMBERS

FROM: RAY TAYLOR, INTERIM CITY MANAGER

SUBJECT: DISCUSSION REGARDING SELECT HOUSING LEGISLATION UNDER REVIEW BY THE LAS VIRGENES-MALIBU COUNCIL OF GOVERNMENTS

MEETING DATE: AUGUST 12, 2020

SUMMARY RECOMMENDATION:

That the City Council consider select housing legislation currently under review by the Las Virgenes-Malibu Council of Governments (LVMCOG) and determine if it wishes to take a position in opposition to such legislation.

BACKROUND:

At a special LVMCOG meeting held on August 3, the Board of Directors (Board) considered a report prepared by the Executive Director concerning nine housing bills currently pending before the California legislature (see attached LVMCOG agenda and attendant Executive Director's staff report).

The Board debated whether it wished to adopt a resolution in opposition to the bills and to send a letter to local legislators and the Governor putting them on notice of the LVMCOG's position. After considerable discussion, the Board opted to take no action as it was felt that to do so without prior consent from each of the respective member agency's City Councils would be an improper action. Rather, the Board decided to send a general letter stating that the LVMCOG was opposed to housing bills which would preempt local control and have the deleterious effect of changing

the nature and character of a community. The Board also discussed its interest in the possibility of retaining a legislative advocate/lobbying firm to help advance a legislative platform in the future. Further review of this subject is expected to occur over the next several months.

As for the nine housing bills in question, the Board suggested that each member agency's City Council independently consider the bills and take whatever action deemed appropriate.

Based on the foregoing and at the request of the City's representative on the Board, Mayor Weintraub, this report is being presented to the City Council.

DISCUSSION:

Attached is a brief review prepared by the LVMCOG's Executive Director of the nine housing bills considered by the Board along with a separate summary of each bill prepared by "*CapitolTrack*" found on the League of California Cities' website. The various bills are identified as follows:

- AB 1279 (Bloom) - housing developments: high resource areas;
- AB 725 (Wicks) - general plans: housing elements, moderate-income and above moderate income housing, suburban and metropolitan jurisdictions;
- AB 2345 (Gonzalez) - planning and zoning: density bonuses, annual report, affordable housing;
- AB 3040 (Chui) - local planning: Regional Housing Needs Assessment;
- AB 3107 (Bloom) - planning and zoning: General Plan, housing development;
- SB 902 (Weiner) - planning and zoning: housing development, zoning;
- SB 995 (Atkins) - environmental quality: jobs and economic improvement through the Environmental Leadership Act of 2011, housing projects;
- SB 1085 (Skinner) - density bonus law: qualifications for incentives or concessions, student housing for lower income students, moderate-income persons and families; and
- SB 1120 (Atkins) - subdivisions: tentative maps.

Please note that when this staff report is presented, Community Development Department staff will be available to answer questions and provide further information on the housing bills noted above.

FISCAL IMPACT/SOURCE OF FUNDING:

At the present time, no fiscal impact has been identified with the housing bills listed in this report.

REQUESTED ACTION:

That the City Council review the housing bills referenced in this report and consider whether it wishes to oppose any or all of the legislation and to so notify local legislators and the Governor's office.

ATTACHMENTS:

1. August 3, 2020 LVMCOG special meeting agenda
2. Copy of August 3, 2020 Executive Director's staff report concerning select housing legislation
3. "*CapitolTrack*" summaries of the select housing legislation found on the League of California Cities' website
4. Summaries of Proposed New Housing Legislation Peding before the California Legislature 2020

LAS VIRGENES – MALIBU COUNCIL OF GOVERNMENTS
GOVERNING BOARD SPECIAL MEETING

Monday, August 3, 2020, 8:30 AM

MEETING INFORMATION AND ACCOMMODATION

Pursuant to the Governor's Executive Orders, which waived certain Brown Act meeting requirements, including any requirements to make a physical meeting location available to the public; and, most recently, the March 19, 2020 Executive Order, which ordered all residents to stay at home. As such, the Las Virgenes-Malibu Council of Governments will provide Members of the Public the opportunity to view and participate in the meeting remotely using Zoom.

Join Zoom Meeting: https://zoom.us/j/4714103699 Meeting ID: 471 410 3699

A public agenda packet is available on the COG's website lvmcog.org. Members of the Public who wish to comment on matters before the Governing Board have two options: 1. Make comments limited to three minutes during the Public Comment Period, or 2. Submit an email with their written comments limited to 1,000 characters to terry@lvmcog.org no later than 8:00 AM on Monday, August 3, 2020. The email address will remain open during the meeting for providing public comment during the meeting. Emails received during the meeting will be read out loud at the appropriate time during the meeting provided they are received before the Board takes action on an item (or can be read during general public comment). For any questions regarding the virtual meeting, please contact terry@lvmcog.org.

AGENDA

1. CALL TO ORDER

Governing Board Members:

Illece Buckley Weber, Agoura Hills, President
Kelly Honig, Westlake Village, Vice President
Karen Farrer, Malibu
Stuart Siegel, Hidden Hills
Alicia Weintraub, Calabasas

2. APPROVAL OF THE AGENDA

3. PUBLIC COMMENT PERIOD

Public comments are limited to three minutes per speaker. Pursuant to California Government Code Section 54954.2, the Governing Board is prohibited from discussing or taking immediate action on any item not on the agenda unless it can be demonstrated that the item is of an emergency nature, or the need to take action arose subsequent to the posting of the agenda.

4. INFORMATION ITEMS

A. Member cities may report on issues and action taken related to the COVID-19 pandemic.
B. Report on Retention of Lobbyist

5. ACTION ITEMS

A. Resolution Opposing Housing Bills – Attachment
Recommended Action: Approve the Resolution Opposing Housing Bills and direct staff to forward it with letters to the COG's area legislators.

6. COMMENTS AND REQUEST FOR FUTURE AGENDA ITEMS

7. FUTURE MEETING DATES

Technical Advisory Committee: Wednesday, September 2, 2020, 8:30 AM
Governing Board: Tuesday, September 15, 2020, 8:30 AM

8. ADJOURNMENT

Agenda Item 5.A

RESOLUTION NO. 2020-01
A RESOLUTION OF THE LAS VIRGENES-MALIBU COUNCIL OF GOVERNMENTS EXPRESSING OPPOSITION TO PROPOSED HOUSING LEGISLATION AND EXPRESSING SUPPORT FOR ACTIONS TO FURTHER STRENGTHEN LOCAL DEMOCRACY, AUTHORITY AND CONTROL

WHEREAS, the legislature of the State of California, has proposed a number of bills addressing a range of housing issues; and

WHEREAS, the majority of these bills usurp the authority of local jurisdictions to determine for themselves the land use policies and practices that best suit their cities and residents and instead impose mandates that do not take into account the needs and differences of jurisdictions throughout the State, as well as imposing unfunded mandates on jurisdictions for actions that are not in their best interests; and

WHEREAS, for example, the ability of jurisdictions to determine for themselves which projects require review beyond a ministerial approval, what parking requirements are appropriate for various locales within their jurisdiction, what plans and programs are suitable and practical for each community rather than having these decisions imposed upon cities without regard to the circumstances of each individual city is a matter of great import to the five cities of the Las Virgenes-Malibu Council of Governments, and

WHEREAS, the Las Virgenes-Malibu Council of Governments feels strongly that our local government is best able to assess the needs of our community and objects to the proliferation of State legislation that deprives us of that ability;

NOW, THEREFORE, THE GOVERNING BOARD OF THE LAS VIRGENES-MALIBU COUNCIL OF GOVERNMENTS HEREBY RESOLVES AS FOLLOWS:

Section 1. The Las Virgenes-Malibu Council of Governments registers its opposition to the following pieces of State legislation, without amendments:

- AB 1279 (Bloom) - Housing Developments. High Resource Areas.
- AB 725 (Wicks) General Plans: housing element: moderate-income and above moderate income housing: suburban and metropolitan jurisdictions.
- AB 2345 (Gonzalez) Planning and zoning: density bonuses: annual report: affordable housing.
- AB 3040 (Chui) – Local planning: Regional Housing Needs Assessment.
- AB 3107 (Bloom) Planning and zoning: General Plan: housing development.
- SB 902 (Weiner) Planning and zoning: housing development: zoning.
- SB 995 (Atkins) Environmental Quality: Jobs and Economic Improvement Through Environmental Leadership Act of 2011: housing projects.
- SB 1085 (Skinner) Density Bonus Law: qualifications for incentives or concessions: student housing for lower income students: moderate-income persons and families: local government constraints.
- SB 1120 (Atkins) Subdivisions: tentative maps.

Section 2. The Las Virgenes-Malibu Council of Governments hereby registers its equally opposition to the current practice of the State legislature of proposing and passing multitudes of bills that directly impact and interfere with the ability of cities to control their own destiny through use of the zoning authority that has been granted to them.

Section 3. The Las Virgenes-Malibu Council of Governments hereby declares that should the State continue to pass legislation that impacts local municipal authority, control and revenue, the Las Virgenes-Malibu Council of Governments may support actions that strengthen local democracy and authority.

PASSED, APPROVED, AND ADOPTED this 3rd day of August, 2020:

_____

Illece Buckley Weber, President

ATTEST:

_____

Terry Dipple, Executive Director

Agenda Item 5.A

Proposed letter to Senator Stern and Assemblymembers Bloom, Gabriel and Irwin

August 3, 2020

The Honorable Henry Stern
State Capitol, Room 5080
Sacramento, CA 95814-0050

Re: OPPOSITION TO SELECT HOUSING BILLS

Dear Senator Stern:

On behalf of the Las Virgenes-Malibu Council of Governments I am writing to inform you of the Resolution recently passed by the Governing Board, and attached hereto, that expresses our strong opposition to the following housing and land-use bills that have been introduced in the Assembly and Senate:

- AB 1279 (Bloom) - Housing Developments: High Resource Areas.
- AB 725 (Wicks) General Plans: housing element: moderate-income and above moderate income housing: suburban and metropolitan jurisdictions.
- AB 2345 (Gonzalez) Planning and zoning: density bonuses: annual report: affordable housing.
- AB 3040 (Chui) – Local planning: Regional Housing Needs Assessment
- AB 3107 (Bloom) Planning and zoning: General Plan: housing development.
- SB 902 (Weiner) Planning and zoning: housing development: zoning.
- SB 995 (Atkins) Environmental Quality: Jobs and Economic Improvement Through Environmental Leadership Act of 2011: housing projects.
- SB 1085 (Skinner) Density Bonus Law: qualifications for incentives or concessions: student housing for lower income students: moderate-income persons and families: local government constraints.
- SB 1120 (Atkins) Subdivisions: tentative maps.

Why should land-use decisions be left to local government? Because the 482 cities in the State are unique and a top-down, one-size-fits-all approach by the Legislature will not work. For example, our cities experienced the devastating 2019 Woolsey Fire that destroyed 1,643 structures, killed three people, and prompted the evacuation of more than 295,000 people. These housing bills will significantly increase density in our cities, which are in or adjacent to Very High Fire Hazard Severity Zone is a recipe for disaster. The wild fire danger is compounded by the fact that all five cities have limited evacuation options. Also, economic impacts of the COVID-19 pandemic have decimated city finances, likely leaving them with no means to implement infrastructure projects to accommodate additional housing that increases fire danger and demand on sewer systems, local roadways, parks and more.

The Las Virgenes-Malibu Council of Governments acknowledges the state housing crisis but we are concerned that our residents have not been able to provide input to these bills that may significantly impact their neighborhoods. We agree that COVID-19 has made it difficult to hold public meetings as usual but our COG cities have overcome the obstacles. We would like the opportunity to work with you and our other legislative representatives to develop policies that will not only address affordability issues, but also move the State towards more sustainable growth. To that end, we would like to schedule a virtual meeting with you so our residents can be educated on these bills and provide input before you cast your final votes.

Based on the opposition of your constituent cities we are asking you to either vote NO on the aforementioned legislation or exempt our cities from these bills for public safety and fire hazard reasons.

In conclusion, we appreciate the opportunity to have shared our concerns with you. As you have been invited to participate in our September 15th Governing Board meeting, we would like you to address the above-referenced legislation. Should you have any questions or would like to set up a meeting, do not hesitate to contact me or our Executive Director Terry Dipple at (818) 968-9088.

Sincerely,

Illece Buckley Weber
President

cc: City of Agoura Hills
City of Calabasas
City of Hidden Hills
City of Malibu
City of Westlake Village
Assemblymembers Bloom, Irwin and Gabriel
Governor Newsom
Jeff Kiernan, League of Cities

Agenda Item 5.A

Memorandum

DATE: August 3, 2020

TO: Governing Board Delegates and Alternates

FROM: Terry Dipple, Executive Director

SUBJECT: Select Housing Legislation

OVERVIEW

The purpose of this memorandum is to present the Governing Board with information on the housing bills that are included in the proposed COG resolution.

BACKGROUND

The following bill summaries were taken from the League of Cities online bill search and Livable California's website. Livable California is a statewide nonprofit/non-partisan group – including elected officials, nonprofit and organization leaders and individuals that advocates for empowerment of local governments to foster equitable, livable communities and truly affordable housing.

AB 1279 (Bloom), as amended, Planning and zoning: housing development: high-opportunity areas.

What the League of Cities says: The Planning and Zoning Law allows a development proponent to submit an application for a development that is subject to a specified streamlined, ministerial approval process not subject to a conditional use permit if the development satisfies certain objective planning standards, including that the development is (1) located in a locality determined by the Department of Housing and Community Development to have not met its share of the regional housing needs for the reporting period, and (2) subject to a requirement mandating a minimum percentage of below-market rate housing, as provided. This bill would require the department to designate areas in this state as high-opportunity areas, as provided, by January 1, 2022, in accordance with specified requirements and to update those designations within 6 months of the adoption of new Opportunity Maps by the California Tax Credit Allocation Committee. League Position: Oppose

What Livable California says: A year AFTER this bill becomes law, a "committee" would identify streets as "Opportunity Areas" where 50-unit to 120-unit apartments could be built, ignoring zoning as long as affordable units are included. Or developers can pay a woefully insufficient "in lieu" fee to avoid building affordable housing, and then built 10-unit luxury apartments on single-family and low-density streets in these unsuspecting "Areas." All without a single hearing.

AB 725 (Wicks), as amended, General Plans: housing element: moderate-income and above moderate-income housing: suburban and metropolitan jurisdictions.

What the League of Cities says: The Planning and Zoning Law requires that the housing element include, among other things, an inventory of land suitable for residential development, to be used to identify sites that can be developed for housing within the planning period and that are sufficient to provide for the jurisdiction's share of the regional housing need determined pursuant to specified law. This bill would require that at least 25% of a metropolitan jurisdiction's share of the regional housing need for moderate-income housing be allocated to sites with zoning that allows at least 4 units of housing, but no more than 100 units per acre of housing. The bill would require that at least 25% of a metropolitan jurisdiction's share of the regional housing need for above moderate-income housing be allocated to sites with zoning that allows at least 4 units of housing. The bill would exclude unincorporated areas from this prohibition and would include related legislative findings. League Position: Watch

What Livable California says: A severe threat to 400+ cities who have not attracted enough housing to hit state-ordered growth targets known as the Regional Housing Needs Assessment. AB 725 brings density and upheaval to low-density areas whose residents have never even heard of RHNA. RHNA was once a helpful growth-forecasting tool. Now it's used by Senator Scott Wiener as a tool to force density on communities.

AB 2345 (Gonzalez) as amended, Planning and zoning: density bonuses: annual report: affordable housing.

What the League of Cities says: The Planning and Zoning Law requires the planning agency of a city or county to provide by April 1 of each year an annual report to, among other entities, the Department of Housing and Community Development that includes, among other specified information, the number of net new units of housing that have been issued a completed entitlement, a building permit, or a certificate of occupancy, thus far in the housing element cycle, as provided. This bill would require that the annual report include specified information regarding density bonuses granted in accordance with specified law, as described. League Position: Oppose Unless Amended

What Livable California says: Allows developers to add 50% in "Density Bonus" size to a building if they agree to provide more affordable housing units than required under "Density Bonus." To create these huge buildings, developers can ignore city controls on size, parking, setbacks, side yards, trees, and other local standards.

AB 3040 (Chui) – Local planning: Regional Housing Needs Assessment.

What the League of Cities says: The Planning and Zoning Law requires the Department of Housing and Community Development, in consultation with each council of governments, to determine the existing and projected need for housing in each region

and further requires the appropriate council of governments, or the department for cities and counties without a council of governments, to adopt a final regional housing need plan that allocates a share of the regional housing need to each city, county, or city and county, as provided. This bill would authorize a city or county to include in its inventory of land suitable for residential development specified sites that contain an existing single-family dwelling unit, but that the city or county has permitted, or is proposing to permit, to contain 4 dwelling units as a use by right. League Position: Support in Concept

What Livable California says: Cities comply with AB 3040 by sacrificing single-family homes older than 15 years - think older housing stock - to satisfy state RHNA growth dictates. Or cities can refuse to comply and try to meet these growth dictates by relying on the state Density Bonus program. Unfortunately, the Density Bonus program is a FAIL, preventing cities from approving even close to the number of affordable units required by RHNA. More than 400 of our 482 cities won't make the RHNA targets. When cities fail, a divisive and punitive law by Scott Wiener, called SB 35, will let developers ignore many local rules to build as they wish.

AB 3107 (Bloom) Planning and zoning: General Plan: housing development.

What the League of Cities says: The Planning and Zoning Law authorizes the legislative body of any county or city, pursuant to specified procedures, to adopt ordinances that, among other things, regulate the use of buildings, structures, and land as between industry, business, residences, open space, and other purposes. This bill, notwithstanding any inconsistent provision of a city's or county's general plan, specific plan, zoning ordinance, or regulation, would require that a housing development be an authorized use on a site designated in any local agency's zoning code for commercial uses if certain conditions apply. Among these conditions, the bill would require that the housing development be subject to a recorded deed restriction requiring that at least 20% of the units have an affordable housing cost or affordable rent for lower income households, as those terms are defined, and located on a site that satisfies specified criteria. League Position: Watch

What Livable California says: Wreaks havoc by allowing apartment towers where cafés, shops or businesses now stand, even if adjacent to homes. The new towers would contain 20% affordable units. Each city faces a different fate — the bill arbitrarily allows heights that match the tallest height allowed in any commercial or residential area up to ½ mile away. In L.A. it means 9-story apartments citywide. In Inglewood, 75 feet would be allowed. In Manhattan Beach, it wipes out a residential 30-foot height limit to allow 99 feet.

SB 902 (Weiner) Planning and zoning: housing development: zoning.

What the League of Cities says: Would authorize a local government to pass an ordinance, notwithstanding any local restrictions on adopting zoning ordinances, to zone any parcel for up to 10 units of residential density per parcel, at a height specified by the

local government in the ordinance, if the parcel is located in a transit-rich area, a jobs-rich area, or an urban infill site, as those terms are defined. In this regard, the bill would require the Department of Housing and Community Development, in consultation with the Office of Planning and Research, to determine jobs-rich areas and publish a map of those areas every 5 years, commencing January 1, 2022, based on specified criteria. League Position: Watch

What Livable California says: Allows a majority on any city council to overturn voter-approved ballot measures that protect open space, shorelines and other lands - killing a 108-year-old California voter right. AND allows any city council to rezone "any parcel" to 10-unit luxury apartments, overriding all other zoning, inviting upheaval in older, diverse, multi-family areas. Requires NO affordability! Opens California to speculation frenzy.

SB 995 (Atkins) Environmental Quality: Jobs and Economic Improvement Through Environmental Leadership Act of 2011: housing projects.

What the League of Cities says: CEQA requires a lead agency to prepare a mitigated negative declaration for a project that may have a significant effect on the environment if revisions in the project would avoid or mitigate that effect and there is no substantial evidence that the project, as revised, would have a significant effect on the environment. CEQA authorizes the preparation of a master EIR and authorizes the use of the master EIR to limit the environmental review of subsequent projects that are described in the master EIR, as specified. This bill would require a lead agency to prepare a master EIR for a general plan, plan amendment, plan element, or specified plan for housing projects where the state has provided funding for the preparation of the master EIR. League Position: Watch

What Livable California says: This phony housing bill actually rewards huge $15M commercial projects with housing stuck on the side! While enriching commercial developers, it requires only 15% of its housing units to be affordable. It weakens CEQA, our environmental law.

SB 1085 (Skinner) Density Bonus Law: qualifications for incentives or concessions: student housing for lower income students: moderate-income persons and families: local government constraints.

What the League of Cities says: Current law requires the amount of a density bonus and the number of incentives or concessions a qualifying developer receives to be pursuant to a certain formula based on the total number of units in the housing development, excluding the units added by a density bonus awarded pursuant to the Density Bonus Law or any local law granting a greater density bonus. This bill would require a unit designated to satisfy the inclusionary zoning requirements of a city or county to be included in the total number of units on which a density bonus and the number of incentives or concessions are based. League Position: Watch

What Livable California says: This bill was substantially amended on July 29 in the Assembly Housing Committee after Livable California and many groups criticized it for CUTTING IN HALF the legislature's commitment to affordable housing in "Density Bonus" projects. The new wording for this bill has not yet been published. We will UPDATE THIS SPACE as soon as we get a chance to read and analyze the amended SB 1085.

SB 1120 (Atkins) Subdivisions: tentative maps.

What the League of Cities says: Would require a proposed housing development containing 2 residential units to be considered ministerially, without discretionary review or hearing, within a single-family residential zone, if the proposed housing development meets certain requirements, including, but not limited to, that the proposed housing development would not require demolition or alteration of housing that is subject to a recorded covenant, ordinance, or law that restricts rents to levels affordable to persons and families of moderate, low, or very low income, that the proposed housing development does not allow for the demolition of more than 25% of the existing exterior structural walls, except as provided, and that the development is not located within a historic district, is not included on the State Historic Resources Inventory, or is not within a site that is legally designated or listed as a city or county landmark or historic property or district. League Position: Watch

What Livable California says: Crushes single-family zoning, a threat to 8 million homeowners at all income levels. State Sen. Scott Wiener has called yards and single-family homes "immoral." SB 1120 allows 4 market-rate homes where a one home now stands (it allows 8 units, if cities have local city "granny flat" laws). Requires NO affordability! Opens California to speculation frenzy.

ITEM 7 ATTACHMENT 3

AB 1279 (Bloom D) Planning and zoning: housing development: high-opportunity areas.

Status

7/22/2020 - From committee chair, with author's amendments: Amend, and re-refer to committee. Read second time, amended, and re-referred to Com. on HOUSING.

Calendar:

8/6/2020 Upon adjournment of Session - Senate Chamber SENATE HOUSING, WIENER, Chair

Summary

The Planning and Zoning Law requires each county and city to adopt a comprehensive, long-term general plan for its physical development, and the development of certain lands outside its boundaries, that includes, among other mandatory elements, a housing element. That law allows a development proponent to submit an application for a development that is subject to a specified streamlined, ministerial approval process not subject to a conditional use permit if the development satisfies certain objective planning standards, including that the development is (1) located in a locality determined by the Department of Housing and Community Development to have not met its share of the regional housing needs for the reporting period, and (2) subject to a requirement mandating a minimum percentage of below-market rate housing, as provided.This bill would require the department to designate areas in this state as high-opportunity areas, as provided, by January 1, 2022, in accordance with specified requirements and to update those designations within 6 months of the adoption of new Opportunity Maps by the California Tax Credit Allocation Committee. The bill would authorize a city or county to appeal the designation of an area within its jurisdiction as a high-opportunity area, as provided. In any area designated as a high-opportunity area, the bill would require that a local government review, upon the request of a developer, a residential development project as a use by right if the project meets specified requirements, including specified affordability requirements. For certain residential development projects where the initial sales price or initial rent exceeds the affordable housing cost or affordable rent to households with incomes equal to or less than specified percentages of the area median income, the bill would require the applicant to agree to pay a fee in an amount that would vary based on the size of the project and whether the units are ownership or rental units, as provided. The bill would require the city or county to deposit the fee into a separate fund reserved for the construction or preservation of housing with an affordable housing cost or affordable rent to households with a household income less than 50% of the area median income. The bill would provide that approval as a use by right of certain residential development projects under these provisions would expire after 2 years, unless the project receives a one-time, one-year extension, as provided.
This bill contains other related provisions and other existing laws.

(Based on text date 7/22/2020)

Bill Text

07/22/2020 Amended pdf htm
04/24/2020 Amended pdf htm
02/21/2019 Introduced pdf htm

Analysis

07/31/2020 Senate - Housing
05/21/2019 Assembly - Floor Analysis

05/06/2019 Assembly - Appropriations
04/23/2019 Assembly - Local Government
04/08/2019 Assembly - Housing And Community Development

Votes

05/29/2019 Asm. Third Reading (Y: 46 N: 20 A: 14) (Pass)
05/16/2019 Asm. Appr. (Y: 12 N: 6 A: 0) (Pass)
04/24/2019 Asm. L. Gov. (Y: 5 N: 2 A: 1) (Pass)
04/10/2019 Asm. H. & C.D. (Y: 6 N: 1 A: 1) (Pass)
03/25/2019 Asm. Rls. (Y: 12 N: 0 A: 0) (Pass)

History

07/22/2020 From committee chair, with author's amendments: Amend, and re-refer to committee. Read second time, amended, and re-referred to Com. on HOUSING.

04/24/2020 From committee chair, with author's amendments: Amend, and re-refer to committee. Read second time, amended, and re-referred to Com. on HOUSING.

06/12/2019 Referred to Coms. on HOUSING, EQ. and GOV. & F.

05/30/2019 In Senate. Read first time. To Com. on RLS. for assignment.

05/29/2019 Read third time. Passed. Ordered to the Senate. (Ayes 46. Noes 20. Page 2123.)

05/20/2019 Read second time. Ordered to third reading.

05/16/2019 From committee: Do pass. (Ayes 12. Noes 6.) (May 16).

05/08/2019 In committee: Set, first hearing. Referred to APPR. suspense file.

04/25/2019 From committee: Do pass and re-refer to Com. on APPR. (Ayes 5. Noes 2.) (April 24). Re-referred to Com. on APPR.

04/10/2019 From committee: Do pass and re-refer to Com. on L. GOV. (Ayes 6. Noes 1.) (April 10). Re-referred to Com. on L. GOV.

03/25/2019 From committee: Be re-referred to Coms. on H. & C.D. and L. GOV. (Ayes 12. Noes 0.) (March 25). Re-referred to Com. on H. & C.D.

03/21/2019 Re-referred to Com. on RLS. pursuant to Assembly Rule 96(a).

03/11/2019 Referred to Coms. on H. & C.D. and NAT. RES.

02/22/2019 From printer. May be heard in committee March 24.

02/21/2019 Read first time. To print.

8/3/2020 12:07:12 PM

AB 725 (Wicks D) General plans: housing element: moderate-income and above moderate-income housing: suburban and metropolitan jurisdictions.

Status

7/21/2020 - From committee chair, with author's amendments: Amend, and re-refer to committee. Read second time, amended, and re-referred to Com. on HOUSING.

Calendar:

8/6/2020 Upon adjournment of Session - Senate Chamber SENATE HOUSING, WIENER, Chair

Summary

The Planning and Zoning Law requires a city or county to adopt a general plan for its jurisdiction that contains certain mandatory elements, including a housing element. That law requires that the housing element include, among other things, an inventory of land suitable for residential development, to be used to identify sites that can be developed for housing within the planning period and that are sufficient to provide for the jurisdiction's share of the regional housing need determined pursuant to specified law.This bill would require that at least 25% of a metropolitan jurisdiction's share of the regional housing need for moderate-income housing be allocated to sites with zoning that allows at least 4 units of housing, but no more than 100 units per acre of housing. The bill would require that at least 25% of a metropolitan jurisdiction's share of the regional housing need for above moderate-income housing be allocated to sites with zoning that allows at least 4 units of housing. The bill would exclude unincorporated areas from this prohibition and would include related legislative findings. By imposing additional requirements on the manner in which a city or county may satisfy its regional housing need, this bill would impose a state-mandated local program. This bill contains other related provisions and other existing laws.

(Based on text date 7/21/2020)

Bill Text

07/21/2020 Amended pdf htm
01/16/2020 Amended pdf htm
01/06/2020 Amended pdf htm
04/02/2019 Amended pdf htm
02/19/2019 Introduced pdf htm

Analysis

07/31/2020 Senate - Housing
01/24/2020 Assembly - Floor Analysis
01/21/2020 Assembly - Appropriations
01/14/2020 Assembly - Local Government
01/13/2020 Assembly - Housing And Community Development

Votes

01/30/2020	Asm. Third Reading	(Y: 48 N: 22 A: 10) (Pass)
01/23/2020	Asm. Appr.	(Y: 11 N: 6 A: 1) (Pass)
01/15/2020	Asm. L. Gov.	(Y: 5 N: 3 A: 0) (Pass)

History

07/21/2020 From committee chair, with author's amendments: Amend, and re-refer to committee. Read second time, amended, and re-referred to Com. on HOUSING.

06/23/2020 Referred to Com. on HOUSING.

01/30/2020 Read third time. Passed. Ordered to the Senate. (Ayes 48. Noes 22. Page 3936.) In Senate. Read first time. To Com. on RLS. for assignment.

01/23/2020 From committee: Do pass. (Ayes 11. Noes 6.) (January 23). Read second time. Ordered to third reading.

01/17/2020 Re-referred to Com. on APPR.

01/16/2020 Read second time and amended.

01/15/2020 From committee: Do pass and re-refer to Com. on L. GOV. (Ayes 7. Noes 0.) (January 15). Re-referred to Com. on L. GOV. From committee: Amend, and do pass as amended and re-refer to Com. on APPR. (Ayes 5. Noes 3.) (January 15).

01/09/2020 Assembly Rule 56 suspended. (Page 3769.) (pending re-refer to Com. on L. GOV.)

01/07/2020 Re-referred to Com. on H. & C.D.

01/06/2020 From committee chair, with author's amendments: Amend, and re-refer to Com. on H. & C.D. Read second time and amended.

04/10/2019 In committee: Set, second hearing. Hearing canceled at the request of author.

04/03/2019 Re-referred to Com. on H. & C.D.

04/02/2019 From committee chair, with author's amendments: Amend, and re-refer to Com. on H. & C.D. Read second time and amended.

03/26/2019 In committee: Set, first hearing. Hearing canceled at the request of author.

02/28/2019 Referred to Coms. on H. & C.D. and L. GOV.

02/20/2019 From printer. May be heard in committee March 22.

02/19/2019 Read first time. To print.

8/3/2020 12:08:37 PM

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AB 2345 (Gonzalez D) Planning and zoning: density bonuses: annual report: affordable housing.

Status

7/21/2020 - From committee chair, with author's amendments: Amend, and re-refer to committee. Read second time, amended, and re-referred to Com. on HOUSING.

Calendar:

8/6/2020 Upon adjournment of Session - Senate Chamber SENATE HOUSING, WIENER, Chair

Summary

(1)The Planning and Zoning Law requires a city or county to adopt a general plan for land use development within its boundaries that includes, among other things, a housing element. That law requires the planning agency of a city or county to provide by April 1 of each year an annual report to, among other entities, the Department of Housing and Community Development that includes, among other specified information, the number of net new units of housing that have been issued a completed entitlement, a building permit, or a certificate of occupancy, thus far in the housing element cycle, as provided. This bill would require that the annual report include specified information regarding density bonuses granted in accordance with specified law, as described below.
This bill contains other related provisions and other existing laws.

(Based on text date 7/21/2020)

Bill Text

07/21/2020 Amended pdf htm
05/22/2020 Amended pdf htm
05/11/2020 Amended pdf htm
02/18/2020 Introduced pdf htm

Analysis

07/31/2020 Senate - Housing
06/09/2020 Assembly - Floor Analysis
05/31/2020 Assembly - Appropriations
05/18/2020 Assembly - Housing And Community Development

Votes

06/10/2020 Asm. Third Reading (Y: 74 N: 1 A: 4) (Pass)
06/03/2020 Asm. Appr. (Y: 17 N: 0 A: 1) (Pass)
05/20/2020 Asm. H. & C.D. (Y: 7 N: 0 A: 1) (Pass)

History

07/21/2020 From committee chair, with author's amendments: Amend, and re-refer to committee. Read

second time, amended, and re-referred to Com. on HOUSING.

07/01/2020 Referred to Com. on HOUSING.

06/11/2020 In Senate. Read first time. To Com. on RLS. for assignment.

06/10/2020 Read third time. Passed. Ordered to the Senate. (Ayes 74. Noes 1.)

06/04/2020 Read second time. Ordered to third reading.

06/03/2020 From committee: Do pass. (Ayes 17. Noes 0.) (June 3).

06/02/2020 In committee: Set, first hearing. Referred to APPR. suspense file.

05/26/2020 Re-referred to Com. on APPR.

05/22/2020 Read second time and amended.

05/21/2020 From committee: Amend, and do pass as amended and re-refer to Com. on APPR. (Ayes 7. Noes 0.) (May 20).

05/12/2020 Re-referred to Com. on H. & C.D.

05/11/2020 From committee chair, with author's amendments: Amend, and re-refer to Com. on H. & C.D. Read second time and amended.

03/16/2020 In committee: Hearing postponed by committee.

02/24/2020 Referred to Coms. on H. & C.D. and L. GOV.

02/19/2020 From printer. May be heard in committee March 20.

02/18/2020 Read first time. To print.

8/3/2020 12:09:57 PM

AB 3040 (Chiu D) Local planning: regional housing need assessment.

Status

7/28/2020 - From committee chair, with author's amendments: Amend, and re-refer to committee. Read second time, amended, and re-referred to Com. on HOUSING.

Calendar:

8/6/2020 Upon adjournment of Session - Senate Chamber SENATE HOUSING, WIENER, Chair

Summary

Existing law, the Planning and Zoning Law, requires each city, county, and city and county to prepare and adopt a general plan that contains certain mandatory elements, including a housing element. Existing law requires that the housing element include, among other things, an inventory of land suitable and available for residential development.This bill would authorize a city or county to include in its inventory of land suitable for residential development specified sites that contain an existing single-family dwelling unit, but that the city or county has permitted, or is proposing to permit, to contain 4 dwelling units as a use by right. The bill would require these sites to be identified to satisfy either the moderate- or the above moderate-income regional housing need income level. The bill would require a city or county identifying a site pursuant to these provisions to include in its housing element a description of the development standards that enable the identified sites to be redeveloped at a higher density, as specified, and a description of the policies, programs, and incentives that will be used to facilitate the development. The bill would also require the city or county that proposes to permit a site that contains an existing single-family dwelling unit to contain 4 dwelling units pursuant to these provisions to do so in accordance with specified timeframes. If SB 1120 of the 2019–20 Regular Session is enacted, the bill would prohibit the zoning capacity permitted by a provision of SB 1120 from being considered as enabling a development of 4 dwelling units. The bill would authorize a city or county, instead of listing sites individually in its inventory of land suitable for residential development, to include a summary of the credits received if the housing element includes a separate list of the sites that includes specified information.
This bill contains other related provisions and other existing laws.

(Based on text date 7/28/2020)

Bill Text

07/28/2020	Amended	pdf	htm
07/07/2020	Amended	pdf	htm
05/11/2020	Amended	pdf	htm
05/04/2020	Amended	pdf	htm
02/21/2020	Introduced	pdf	htm

Analysis

07/31/2020	Senate - Housing
06/05/2020	Assembly - Floor Analysis
05/31/2020	Assembly - Appropriations
05/18/2020	Assembly - Housing And Community Development

Votes

06/10/2020	Asm. Third Reading	(Y: 71 N: 4 A: 4) (Pass)
06/03/2020	Asm. Appr.	(Y: 18 N: 0 A: 0) (Pass)
05/20/2020	Asm. H. & C.D.	(Y: 7 N: 0 A: 1) (Pass)

History

07/28/2020 From committee chair, with author's amendments: Amend, and re-refer to committee. Read second time, amended, and re-referred to Com. on HOUSING.

07/07/2020 From committee chair, with author's amendments: Amend, and re-refer to committee. Read second time, amended, and re-referred to Com. on HOUSING.

07/01/2020 Referred to Com. on HOUSING.

06/11/2020 In Senate. Read first time. To Com. on RLS. for assignment.

06/10/2020 Read third time. Passed. Ordered to the Senate. (Ayes 71. Noes 4.)

06/04/2020 Read second time. Ordered to third reading.

06/03/2020 From committee: Do pass. (Ayes 18. Noes 0.) (June 3).

06/02/2020 In committee: Set, first hearing. Referred to APPR. suspense file.

05/21/2020 From committee: Do pass and re-refer to Com. on APPR. (Ayes 7. Noes 0.) (May 20). Re-referred to Com. on APPR.

05/12/2020 Re-referred to Com. on H. & C.D.

05/11/2020 From committee chair, with author's amendments: Amend, and re-refer to Com. on H. & C.D. Read second time and amended.

05/05/2020 Re-referred to Com. on H. & C.D.

05/04/2020 From committee chair, with author's amendments: Amend, and re-refer to Com. on H. & C.D. Read second time and amended.

04/24/2020 Referred to Com. on H. & C.D.

02/24/2020 Read first time.

02/22/2020 From printer. May be heard in committee March 23.

02/21/2020 Introduced. To print.

8/3/2020 12:11:50 PM

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AB 3107 (Bloom D) Planning and zoning: commercial zoning: housing development.

Status

7/21/2020 - From committee chair, with author's amendments: Amend, and re-refer to committee. Read second time, amended, and re-referred to Com. on HOUSING.

Calendar:

8/6/2020 Upon adjournment of Session - Senate Chamber SENATE HOUSING, WIENER, Chair

Summary

The Planning and Zoning Law requires that the legislative body of each county and each city adopt a comprehensive, long-term general plan for the physical development of the county and city, and specified land outside its boundaries, that includes, among other mandatory elements, a housing element. That law also authorizes the legislative body of any county or city, pursuant to specified procedures, to adopt ordinances that, among other things, regulate the use of buildings, structures, and land as between industry, business, residences, open space, and other purposes.This bill, notwithstanding any inconsistent provision of a city's or county's general plan, specific plan, zoning ordinance, or regulation, would require that a housing development be an authorized use on a site designated in any local agency's zoning code for commercial uses if certain conditions apply. Among these conditions, the bill would require that the housing development be subject to a recorded deed restriction requiring that at least 20% of the units have an affordable housing cost or affordable rent for lower income households, as those terms are defined, and located on a site that satisfies specified criteria. The bill would require the city or county to apply certain height, density, and floor area ratio standards to a housing development that meets these criteria. The bill would deem a housing development consistent, compliant, and in conformity with local development standards, zoning codes, and general plan if it meets the requirements of the bill. The bill would require a jurisdiction to comply with these requirements only until it has completed the rezoning, required as described above, for the 6th revision of its housing element. The bill would repeal these provisions as of January 1, 2030.
This bill contains other related provisions and other existing laws.

(Based on text date 7/21/2020)

Bill Text

07/21/2020 Amended pdf htm
05/11/2020 Amended pdf htm
02/21/2020 Introduced pdf htm

Analysis

07/31/2020 Senate - Housing
06/05/2020 Assembly - Floor Analysis
05/31/2020 Assembly - Appropriations
05/18/2020 Assembly - Housing And Community Development

Votes

06/10/2020 Asm. Third Reading (Y: 52 N: 14 A: 13) (Pass)
06/03/2020 Asm. Appr. (Y: 12 N: 4 A: 2) (Pass)
05/20/2020 Asm. H. & C.D. (Y: 5 N: 2 A: 1) (Pass)

History

07/21/2020 From committee chair, with author's amendments: Amend, and re-refer to committee. Read second time, amended, and re-referred to Com. on HOUSING.
07/01/2020 Referred to Com. on HOUSING.
06/11/2020 In Senate. Read first time. To Com. on RLS. for assignment.
06/10/2020 Read third time. Passed. Ordered to the Senate. (Ayes 52. Noes 14.)
06/04/2020 Read second time. Ordered to third reading.
06/03/2020 From committee: Do pass. (Ayes 12. Noes 4.) (June 3).
06/02/2020 In committee: Set, first hearing. Referred to APPR. suspense file.
05/21/2020 From committee: Do pass and re-refer to Com. on APPR. (Ayes 5. Noes 2.) (May 20). Re-referred to Com. on APPR.
05/12/2020 Re-referred to Com. on H. & C.D.
05/11/2020 From committee chair, with author's amendments: Amend, and re-refer to Com. on H. & C.D. Read second time and amended.
03/16/2020 In committee: Hearing postponed by committee.
03/09/2020 Referred to Coms. on H. & C.D. and L. GOV.
02/24/2020 Read first time.
02/22/2020 From printer. May be heard in committee March 23.
02/21/2020 Introduced. To print.

8/3/2020 12:13:01 PM

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SB 902 (Wiener D) Planning and zoning: housing development: density.

Status

6/29/2020 - Referred to Com. on L. GOV.

Calendar:

8/11/2020 9:30 a.m. - State Capitol, Room 4202 ASSEMBLY LOCAL GOVERNMENT, AGUIAR-CURRY, Chair

Summary

The Planning and Zoning Law requires a city or county to adopt a general plan for land use development within its boundaries that includes, among other things, a housing element. Existing law requires an attached housing development to be a permitted use, not subject to a conditional use permit, on any parcel zoned for multifamily housing if at least certain percentages of the units are available at affordable housing costs to very low income, lower income, and moderate-income households for at least 30 years and if the project meets specified conditions relating to location and being subject to a discretionary decision other than a conditional use permit. Existing law provides for various incentives intended to facilitate and expedite the construction of affordable housing. This bill would authorize a local government to pass an ordinance, notwithstanding any local restrictions on adopting zoning ordinances, to zone any parcel for up to 10 units of residential density per parcel, at a height specified by the local government in the ordinance, if the parcel is located in a transit-rich area, a jobs-rich area, or an urban infill site, as those terms are defined. In this regard, the bill would require the Department of Housing and Community Development, in consultation with the Office of Planning and Research, to determine jobs-rich areas and publish a map of those areas every 5 years, commencing January 1, 2022, based on specified criteria. The bill would specify that an ordinance adopted under these provisions is not a project for purposes of the California Environmental Quality Act. This bill contains other related provisions.

(Based on text date 5/21/2020)

Bill Text

05/21/2020 Amended pdf htm
03/09/2020 Amended pdf htm
01/30/2020 Introduced pdf htm

Analysis

06/19/2020 Senate - Floor Analyses
06/07/2020 Senate - Appropriations
05/22/2020 Senate - Housing

Votes

06/22/2020 Sen. Senate 3rd Reading (Y: 33 N: 3 A: 4) (Pass)
06/18/2020 Sen. Appr. (Y: 6 N: 1 A: 0) (Pass)
06/09/2020 Sen. Appr. (Y: 7 N: 0 A: 0) (Pass)

05/26/2020 Sen. Housing (Y: 9 N: 0 A: 2) (Pass)

History

06/29/2020 Referred to Com. on L. GOV.

06/22/2020 Read third time. Passed. (Ayes 33. Noes 3.) Ordered to the Assembly. In Assembly. Read first time. Held at Desk.

06/18/2020 From committee: Do pass. (Ayes 6. Noes 1.) (June 18). Read second time. Ordered to third reading.

06/11/2020 Set for hearing June 18.

06/09/2020 June 9 hearing: Placed on APPR. suspense file.

06/03/2020 Set for hearing June 9.

05/26/2020 From committee: Do pass and re-refer to Com. on APPR. (Ayes 9. Noes 0. Page 3595.) (May 26). Re-referred to Com. on APPR.

05/21/2020 From committee with author's amendments. Read second time and amended. Re-referred to Com. on HOUSING.

05/14/2020 Set for hearing May 26.

03/18/2020 March 31 hearing postponed by committee.

03/12/2020 Set for hearing March 31.

03/09/2020 From committee with author's amendments. Read second time and amended. Re-referred to Com. on HOUSING.

02/12/2020 Referred to Com. on HOUSING.

01/31/2020 From printer. May be acted upon on or after March 1.

01/30/2020 Introduced. Read first time. To Com. on RLS. for assignment. To print.

8/3/2020 12:13:33 PM

LEAGUE OF CALIFORNIA CITIES

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Monday, August 03, 2020

SB 995 (Atkins D) Environmental quality: Jobs and Economic Improvement Through Environmental Leadership Act of 2011: housing projects.

CEQA requires a lead agency to prepare a mitigated negative declaration for a project that may have a significant effect on the environment if revisions in the project would avoid or mitigate that effect and there is no substantial evidence that the project, as revised, would have a significant effect on the environment. CEQA authorizes the preparation of a master EIR and authorizes the use of the master EIR to limit the environmental review of subsequent projects that are described in the master EIR, as specified. This bill would require a lead agency to prepare a master EIR for a general plan, plan amendment, plan element, or specified plan for housing projects where the state has provided funding for the preparation of the master EIR.

League Position: Watch **Primary Lobbyist:** Rhine, Jason **Policy Committee :** HCED

Desk	Policy	Fiscal	Floor	Desk	**Policy**	Fiscal	Floor	Conf. Conc.	Enrolled	Vetoed	Chaptered
1st House				2nd House							

Total Measures: 1

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8/3/2020 12:18:14 PM

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SB 995 (Atkins D) Environmental quality: Jobs and Economic Improvement Through Environmental Leadership Act of 2011: housing projects.

Status

7/27/2020 - From committee with author's amendments. Read second time and amended. Re-referred to Com. on NAT. RES. July 29 hearing postponed by committee.

Calendar:

8/6/2020 10 a.m. - State Capitol, Room 4202 ASSEMBLY NATURAL RESOURCES, FRIEDMAN, Chair

Summary

(Based on text date 7/27/2020)

Bill Text

07/27/2020 Amended pdf htm
06/18/2020 Amended pdf htm
06/02/2020 Amended pdf htm
05/19/2020 Amended pdf htm
02/12/2020 Introduced pdf htm

Analysis

06/25/2020 Senate - Floor Analyses
06/18/2020 Senate - Appropriations
06/09/2020 Senate - Appropriations
05/28/2020 Senate - Environmental Quality

Votes

06/25/2020 Sen. Senate 3rd Reading (Y: 32 N: 4 A: 4) (Pass)
06/18/2020 Sen. Appr. (Y: 5 N: 1 A: 1) (Pass)
06/18/2020 Sen. Appr. (Y: 7 N: 0 A: 0) (Pass)
06/18/2020 Sen. Appr. (Y: 7 N: 0 A: 0) (Pass)
06/09/2020 Sen. Appr. (Y: 7 N: 0 A: 0) (Pass)
05/29/2020 Sen. E.Q. (Y: 5 N: 0 A: 2) (Pass)

History

07/27/2020 From committee with author's amendments. Read second time and amended. Re-referred to Com. on NAT. RES. July 29 hearing postponed by committee.
06/29/2020 Referred to Com. on NAT. RES.
06/25/2020 Read third time. Passed. (Ayes 32. Noes 3.) Ordered to the Assembly. In Assembly. Read first

time. Held at Desk.

06/22/2020 Read second time. Ordered to third reading.

06/18/2020 From committee: Do pass. (Ayes 7. Noes 0.) (June 18). June 18 hearing: Reconsideration granted. From committee: Do pass as amended. (Ayes 5. Noes 1.) (June 18). Read second time and amended. Ordered to second reading.

06/11/2020 Set for hearing June 18.

06/09/2020 June 9 hearing: Placed on APPR. suspense file.

06/04/2020 Set for hearing June 9.

06/02/2020 Read second time and amended. Re-referred to Com. on APPR.

05/29/2020 From committee: Do pass as amended and re-refer to Com. on APPR. (Ayes 5. Noes 0. Page 3621.) (May 29).

05/19/2020 From committee with author's amendments. Read second time and amended. Re-referred to Com. on EQ.

05/13/2020 Set for hearing May 29.

03/18/2020 April 1 hearing postponed by committee.

03/13/2020 Set for hearing April 1.

02/20/2020 Referred to Com. on EQ.

02/13/2020 From printer. May be acted upon on or after March 14.

02/12/2020 Introduced. Read first time. To Com. on RLS. for assignment. To print.

8/3/2020 1:43:43 PM

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SB 1085 (Skinner D) Density Bonus Law: qualifications for incentives or concessions: student housing for lower income students: moderate-income persons and families: local government constraints.

Status

8/3/2020 - Action From APPR.: Read second time.Re-referred to APPR..

Calendar:

8/3/2020 #5 ASSEMBLY SECOND READING FILE -- SENATE BILLS

Summary

(1)Existing law, known as the Density Bonus Law, requires a city or county to provide a developer that proposes a housing development in the city or county with a density bonus and other incentives or concessions for the production of lower income housing units, or for the donation of land within the development, if the developer agrees to, among other things, construct a specified percentage of units for very low income, low-income, or moderate-income households or qualifying residents, including lower income students. Existing law requires the amount of a density bonus and the number of incentives or concessions a qualifying developer receives to be pursuant to a certain formula based on the total number of units in the housing development, excluding the units added by a density bonus awarded pursuant to the Density Bonus Law or any local law granting a greater density bonus.This bill would require a unit designated to satisfy the inclusionary zoning requirements of a city or county to be included in the total number of units on which a density bonus and the number of incentives or concessions are based.
This bill contains other related provisions and other existing laws.

(Based on text date 6/18/2020)

Bill Text

06/18/2020	Amended	pdf	htm
05/27/2020	Amended	pdf	htm
05/18/2020	Amended	pdf	htm
03/24/2020	Amended	pdf	htm
02/19/2020	Introduced	pdf	htm

Analysis

07/29/2020	Assembly - Housing And Community Development
07/24/2020	Assembly - Housing And Community Development
06/23/2020	Senate - Floor Analyses
06/18/2020	Senate - Appropriations
06/07/2020	Senate - Appropriations
05/22/2020	Senate - Housing

Votes

07/29/2020	Asm. H. & C.D. (Y: 8 N: 0 A: 0) (Pass)
06/26/2020	Sen. Senate 3rd Reading (Y: 31 N: 1 A: 8) (Pass)
06/18/2020	Sen. Appr. (Y: 5 N: 1 A: 1) (Pass)
06/09/2020	Sen. Appr. (Y: 7 N: 0 A: 0) (Pass)
05/26/2020	Sen. Housing (Y: 9 N: 0 A: 2) (Pass)

History

07/30/2020 From committee: Do pass as amended and re-refer to Com. on APPR. (Ayes 8. Noes 0.) (July 29).

07/28/2020 July 28 hearing postponed by committee.

06/29/2020 Referred to Com. on H. & C.D.

06/26/2020 Read third time. Passed. (Ayes 31. Noes 1.) Ordered to the Assembly. In Assembly. Read first time. Held at Desk.

06/22/2020 Read second time. Ordered to third reading.

06/18/2020 From committee: Do pass as amended. (Ayes 5. Noes 1.) (June 18). Read second time and amended. Ordered to second reading.

06/11/2020 Set for hearing June 18.

06/09/2020 June 9 hearing: Placed on APPR. suspense file.

06/03/2020 Set for hearing June 9.

05/27/2020 Read second time and amended. Re-referred to Com. on APPR.

05/26/2020 From committee: Do pass as amended and re-refer to Com. on APPR. (Ayes 9. Noes 0. Page 3595.) (May 26).

05/18/2020 From committee with author's amendments. Read second time and amended. Re-referred to Com. on HOUSING.

05/14/2020 Set for hearing May 26.

05/12/2020 Referral to Com. on GOV. & F. rescinded due to the shortened 2020 Legislative Calendar.

03/24/2020 From committee with author's amendments. Read second time and amended. Re-referred to Com. on HOUSING.

03/18/2020 March 31 hearing postponed by committee.

03/12/2020 Set for hearing March 31.

02/27/2020 Referred to Coms. on HOUSING and GOV. & F.

02/20/2020 From printer. May be acted upon on or after March 21.

02/19/2020 Introduced. Read first time. To Com. on RLS. for assignment. To print.

8/3/2020 1:40:45 PM

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SB 1120 (Atkins D) Subdivisions: tentative maps.

Status

7/27/2020 - From committee with author's amendments. Read second time and amended. Re-referred to Com. on L. GOV.

Calendar:

8/11/2020 9:30 a.m. - State Capitol, Room 4202 ASSEMBLY LOCAL GOVERNMENT, AGUIAR-CURRY, Chair

Summary

The Planning and Zoning Law provides for the creation of accessory dwelling units by local ordinance, or, if a local agency has not adopted an ordinance, by ministerial approval, in accordance with specified standards and conditions.This bill, among other things, would require a proposed housing development containing 2 residential units to be considered ministerially, without discretionary review or hearing, within a single-family residential zone, if the proposed housing development meets certain requirements, including, but not limited to, that the proposed housing development would not require demolition or alteration of housing that is subject to a recorded covenant, ordinance, or law that restricts rents to levels affordable to persons and families of moderate, low, or very low income, that the proposed housing development does not allow for the demolition of more than 25% of the existing exterior structural walls, except as provided, and that the development is not located within a historic district, is not included on the State Historic Resources Inventory, or is not within a site that is legally designated or listed as a city or county landmark or historic property or district.

This bill contains other related provisions and other existing laws.

(Based on text date 7/27/2020)

Bill Text

07/27/2020 Amended pdf htm
06/18/2020 Amended pdf htm
05/20/2020 Amended pdf htm
02/19/2020 Introduced pdf htm

Analysis

06/23/2020 Senate - Floor Analyses
06/18/2020 Senate - Appropriations
06/07/2020 Senate - Appropriations
05/26/2020 Senate - Governance And Finance

Votes

06/24/2020 Sen. Special Consent (Y: 39 N: 0 A: 1) (Pass)
06/18/2020 Sen. Appr. (Y: 7 N: 0 A: 0) (Pass)
06/09/2020 Sen. Appr. (Y: 7 N: 0 A: 0) (Pass)
05/28/2020 Sen. Gov. & F. (Y: 7 N: 0 A: 0) (Pass)

History

07/27/2020 From committee with author's amendments. Read second time and amended. Re-referred to Com. on L. GOV.

06/29/2020 Referred to Com. on L. GOV.

06/24/2020 Read third time. Passed. (Ayes 39. Noes 0.) Ordered to the Assembly. In Assembly. Read first time. Held at Desk.

06/23/2020 Ordered to special consent calendar.

06/22/2020 Read second time. Ordered to third reading.

06/18/2020 From committee: Do pass as amended. (Ayes 7. Noes 0.) (June 18). Read second time and amended. Ordered to second reading.

06/11/2020 Set for hearing June 18.

06/09/2020 June 9 hearing: Placed on APPR. suspense file.

06/03/2020 Set for hearing June 9.

05/28/2020 From committee: Do pass and re-refer to Com. on APPR. (Ayes 7. Noes 0. Page 3613.) (May 28). Re-referred to Com. on APPR.

05/21/2020 Set for hearing May 28.

05/20/2020 From committee with author's amendments. Read second time and amended. Re-referred to Com. on GOV. & F.

02/27/2020 Referred to Com. on GOV. & F.

02/20/2020 From printer. May be acted upon on or after March 21.

02/19/2020 Introduced. Read first time. To Com. on RLS. for assignment. To print.

8/3/2020 1:41:38 PM

Summaries of Proposed New Housing Legislation Pending before the California Legislature 2020

Assembly Bills	
Bill #	**Summary and CDD Staff Comments**
AB 725 (Wicks)	AB 725 would require that at least 50% of a suburban or metropolitan jurisdiction's share of the regional housing need for above moderate-income housing be allocated to sites within the housing element with zoning that allows as least 2, but no more than 20, units of housing. *Staff comment: High Impact to City of Calabasas. If passed, this bill would require substantial modifications to the City's General Plan and the Land Use & Development Code. Additionally, the City already must identify sufficient sites to meet an exceptionally high proportion of affordable housing within the City's RHNA (Very Low Income, Low Income, and Moderate Income), with most of such sites having to be zoned to allow multi-family. Meanwhile, it is unlikely that the bill would actually yield a substantial increase in new housing development due to the fundamentals of housing markets. Note: CalAPA is opposed to this bill.*
AB 2345 (Gonzales)	AB 2345 would increase the density bonus, waivers and concessions to developers using Density Bonus Law without requiring a commensurate level of affordability in return. *Staff comment: High Impact to City of Calabasas. If passed, this bill would increase residential densities without any additional housing affordability benefits. NOTE: CalAPA is opposed to this bill.*
AB 3040 (Chui)	AB 3040 would provide incentives for cities to up-zone single family zoned and developed sites. If a city has permitted, or proposes to permit, at least four dwelling units as a use by right on designated existing single-family sites, then groups of such sites may be included in the city's Housing Element inventory of sites for residential development. This bill would also require HCD to give credit of one unit toward the city's or county's RHNA for every ten sites identified under the provisions of the bill as by right as long as the total credit does not exceed more that 25% of the total units needed to meet the jurisdiction's RHNA. The city must include in its Housing Element a description of the development standards that enable the identified sites to be redeveloped at the specified higher densities.

	Staff comment: Low Impact to City of Calabasas. The provisions of this bill are permissive and they include an incentive for local jurisdictions that apply it as part of their Housing Element update; none of the provisions are mandatory. Local land use control is maintained because: 1) the local jurisdiction can elect to apply the bill's provisions, or not; and, 2) if the local jurisdiction applies the bill's provisions, then the local jurisdiction also chooses the particular (optimal) sites for the up-zoning and sites inventory inclusion.
Senate Bills	
Bill #	**Summary**
SB 902 (Weiner)	SB 902 would allow a local government to pass an ordinance to zone any parcel, for up to 10 units of residential density per parcel, at a height specified by the local government or ordinance, if the parcel is located in a transit-rich area, jobs rich area, or urban infill site. Also, any such ordinance that would be proposed and adopted by a City would be exempt from CEQA. *Staff comment: Low Impact to City of Calabasas. If passed, this bill would establish a means for <u>the City</u> (meaning at the City's own choosing; **not** by a property owner or developer) to zone selected properties for higher densities of residential development. No mandate would be created by this proposed law.*
SB 995 (Atkins)	SB 995 would extend for four years the Jobs and Economic Improvement Through Environmental Leadership Act of 2011 -- until 2025; and would allow housing projects that meet certain requirements (infill housing projects that are consistent with a sustainable communities strategy or alternative planning strategy, and where at least 15% of the project is dedicated to affordable housing, and where the project would result in a minimum investment of $15 million in California) to qualify for certification under the Act The bill would also require the City to prepare a Master Environmental Impact Report (EIR) for the adoption of a general plan, a general plan amendment, new general plan element, or a specific plan for housing projects where the state has provided funding for the preparation of the Master EIR. *Staff comment: Medium Impact to City of Calabasas. The extended term for the Jobs and Economic Improvement Through Environmental Leadership Act of 2011 (to 2025) will not negatively affect the City because it merely incentivizes affordable housing development throughout the State, and does not impose new or additional density or sites mandates. However, the Master EIR requirement is problematic. The City already prepares Program EIRs for substantial amendments and updates to the City's General Plan*

	*(such as for the Housing Element), and focused Project EIRs can easily tier off of the City's Program EIR. A Master EIR is highly specific, with the intention to not require subsequent project EIRs (or MNDs) for lands/sites identified for future housing. Unfortunately, the additional level of detail and specificity makes a Master EIR more costly. Also, unlike any other type of EIR, a Master EIR **expires** after 5 years unless a subsequent EIR is prepared. NOTE: CalAPA is opposed to this bill.*
SB 1085 (Skinner)	SB 1085 would provide additional Density Bonus Law benefits for moderate-income housing units and student housing units. *Staff comment: Low Impact to City of Calabasas. This bill would align density bonus incentives for provision of moderate income units with density bonus incentives for provision of Low Income units. In Calabasas all new housing projects already must include affordable housing units per the City's Inclusionary Housing Ordinance, and housing developers already have been providing affordable housing at the Very Low Income and Low Income levels to take advantage of the State's density bonus law; consequently, the provisions of SB 1085 would not alter the housing development landscape very much in Calabasas.*
SB 1120 (Atkins) Note: Per prior direction of Council, the City's opposition to this bill was communicated to the Governor and local legislators.	SB 1120 would require ministerial approval for duplexes and for urban lot splits, if certain conditions are met. *Staff comment: High Impact to City of Calabasas. If passed, this bill would mandate approval of proposals to construct new duplex housing or to convert existing single-family homes to duplex housing in residential single-family zones, where objective and measurable standards are achieved (for example, minimum zoning setback distances, building heights, and applicable Building Code standards). Other specific conditions for approval of these types of developments include that the development is located in an urbanized area and is not located within certain protected or sensitive habitat areas or environmental hazards zones.*

Approved by City Manager:

CITY *of* CALABASAS

CITY COUNCIL AGENDA REPORT

DATE: **AUGUST 3, 2020**

TO: **HONORABLE MAYOR AND COUNCILMEMBERS**

FROM: **MARICELA HERNANDEZ, CITY CLERK, MMC, CPMC**

SUBJECT: **CITY COUNCIL POSITION ON THE LA COUNTY BOARD OF SUPERVISORS PROPOSED CHARTER AMENDMENT SHIFTING BUDGET PRIORITIES AWAY FROM LAW ENFORCEMENT**

MEETING DATE: **AUGUST 12, 2020**

SUMMARY RECOMMENDATION:

At the request of Mayor pro Tem Bozajian and Mayor Weintraub, this item is being presented for Council discussion and consideration as to whether it wishes to take a formal position on the County's proposed Charter Amendment.

BACKGROUND:

At their July 28, 2020, the Los Angeles County Board of Supervisors voted to hold a special election on November 3, 2020, for the purpose of voting upon an amendment to the Los Angeles County Charter which would annually allocate in the County's budget no less than ten percent (10%) of the County's locally generated unrestricted revenues in the general fund to address the disproportionate impact of racial injustice through community investment and alternatives to incarceration and prohibit using those funds for carceral systems and law enforcement agencies as detailed in the ordinance adopting the proposed charter amendment, to be phased in by June 30, 2024. The ordinance and proclamation directs the consolidation of this special election.

REQUESTED ACTION:

That the City Council discuss and consider as to whether it wishes to take a formal position on the County's proposed Charter Amendment.

ATTACHMENTS:

A: Mayor pro Tem Bozajian letter to the LA County Board of Supervisors
B: California Contract Cities Association letter to the LA County Board of Supervisors
C: Letter from the LA County Division of the League of CA Cities to the LA County Board of Supervisors
D: LA County office of the County Counsel July 28, 2020 agenda report and related documents

CITY *of* CALABASAS

JAMES R. BOZAJIAN
Mayor pro Tem

July 27, 2020

Dear Los Angeles County Board of Supervisors:

I write to urge you not to place a County Charter Amendment to eliminate funding for public safety on the General Election ballot this year. I do so for three separate reasons.

1. First and foremost, I strongly object to the manner in which this proposal is being considered. This legislation was unveiled by the Board and brought forward to the public at, quite literally, the last minute. It initially appeared as a supplemental item added to your agenda only one week ago. As such, you offered no way for the public to properly consider and comment upon a highly significant and consequential matter. Absent an emergency, treating important legislation like this lacks transparency; is offensive to the principles of open and democratic governance; and should automatically disqualify it from being approved.

2. Second, seeking to budget by voter initiative sets a dangerous precedent. Budgeting should be a thoughtful, deliberative, and fluid process. As the legislative body empowered with controlling the County's operating budget, the Board of Supervisors retains full authority to accomplish precisely what the measure calls for if desired. But by having voters enact these permanent restrictions, the Board would forever surrender the flexibility to modify future budgets to accommodate changing priorities or circumstances. As such, this legislation promotes a deeply flawed system that would cripple the County's ability to effectively respond to any unanticipated crisis or emergency.

3. Third, I oppose the proposal on substantive grounds. Making deep, across-the-board cuts to law enforcement would substantially imperil public safety in Los Angeles County. Moreover, the motivation here appears to be solely political. The Board has failed to study or consider the potential consequences of its actions in any meaningful fashion. Notably, the most negative impacts would likely be inflicted upon those very communities the Board purportedly seeks to assist.

As an elected public official for 23 years, and having worked in the area of law enforcement for most of my career, I am strongly opposed to this proposal. Thank you for your consideration.

Sincerely,

James R. Bozajian
Mayor Pro Tem, City of Calabasas

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Downey

Michael Davitt
Associate Members Committee Co-Chair
La Cañada Flintridge

Frank V. Zerunyan
Associate Members Committee Co-Chair
Rolling Hills Estates

Liz Reilly
Bylaws Committee
Duarte

Nancy Tragarz
Budget & Audit Committee
Walnut

Paul Arevalo
City Managers/ Administrators Committee
West Hollywood

Deborah Klein Lopez
Director-at-Large
Agoura Hills

Jennifer Perez
Director-at-Large
Norwalk

Ana Maria Quintana
Director-at-Large
Bell

Jeff Wood
Director-at-Large
Lakewood

Dana Reed
Legal Contracts Committee
Indian Wells

Stacey Armato
Legislative Committee
Hermosa Beach

Jose Gonzalez
Marketing Committee
Cudahy

Brenda Olmos
Membership Committee
Paramount

Dr. Julian Gold
Resolutions Committee
Beverly Hills

James Bozajian
Sepecial Events Committee
Calabasas

Marcel Rodarte
Executive Director

July 24, 2020

Honorable Members of the Board of Supervisors
County of Los Angeles
Kenneth Hahn Hall of Administration
500 West Temple Street, Suite 869
Los Angeles, CA 90012

RE: Items 2 and 3 pertaining to a call for Special Election on November 3, 2020 of the proposed County Charter Amendment shifting budget priorities to revitalize under-resourced and low-income communities

Dear Chair Barger and Members of the Board of Supervisors:

I am writing on behalf of the California Contract Cities Association (CCCA) to express our concern regarding the process in which the Board will vote to place a charter amendment on the November 3, 2020 ballot.

This hastily proposed charter amendment circumvents long established processes and does not provide the public and cities with an opportunity to weigh-in on acceptable alternative programs and services, nor does it allow the public and County staff to properly assess unintended consequences the amendment would have on the County's budget and public safety for more than 10 million Angelenos.

Agencies, such as the Sheriff's Department, District Attorney, and the Los Angeles Superior Court depend on the County's funding. Simply placing the budget before voters without evaluating the full impact could result in serious consequences to our justice system and the safety of our residents. Further, it would hamper the current and future Board's ability to exercise its full authority of the budget as it has met during the COVID-19 pandemic.

During this time in our nation's history, we are all asked to meet the moment and help transform our justice system through meaningful investments in our communities. This call to action is grounded in the systemic problems that exist in our justice system and requires thoughtful deliberation from all stakeholders. The proposed county charter amendment would direct at least 10 percent of locally generated unrestricted revenues to support reinvestment and alternatives to incarceration. While the County has taken bold steps to transform our justice system, the instantaneous nature of the charter amendment's introduction raises serious concerns for CCCA's members.

For these reasons, CCCA strongly urges the Board to reconsider placing the charter amendment on the November 3, 2020 ballot and seek thoughtful input from all stakeholders, as it has been the tradition of the Board for many years. It is imperative

that the vital needs of all residents are considered when contemplating substantial changes to County programs. Should you have any questions, please contact me via email at marcel@contractcities.org or (562) 622-5533.

Respectfully,

Marcel Rodarte
Executive Director

Cc: CCCA membership
Los Angeles Sheriff Alex Villanueva
LASD Contract Law Bureau

July 27, 2020

The Honorable Kathryn Barger
Chair, Los Angeles County Board of Supervisors
Kenneth Hahn Hall of Administration
500 West Temple St., Suite 869
Los Angeles, CA 90012
kathryn@bos.lacounty.gov

Re: 7/28/20 Board Agenda Items 1-3: Request to suspend consideration of the Community Reinvestment and Housing Stabilization Charter Amendment for the November 3, 2020 ballot.

Dear Supervisor Barger,

The Board of Directors of the Los Angeles County Division of the League of California Cities® (Division), representing 86 cities in the county, by unanimous agreement, urges the Los Angeles County Board of Supervisors (BOS) to suspend consideration of Board Agenda Items 1-3 to adopt an ordinance and resolution to place the Community Reinvestment and Housing Stabilization Charter Amendment on the November 3, 2020 ballot until a more comprehensive public engagement process and analysis is conducted.

We find the Board's intent to address social justice and equity in Los Angeles County laudable and worth the attention of every local government in the county. However, we have significant procedural and fiscal concerns with placing a measure to cement permanent categorical spending in the county's budget without fully understanding the consequences, intended or unintended, to all county services, our cities and our communities.

The BOS is considering this charter amendment in a special meeting to meet the August 7, 2020 Registrar Recorder deadline to call a special election, but should not adopt the ordinance and resolution for the following reasons:

1. **The proposed charter amendment is rushed, lacks transparency, and stakeholder engagement.** This measure was crafted by one stakeholder, yet past election results demonstrate that voters support county measures with broad and thoughtful stakeholder involvement. As noted by the July 21 Los Angeles Times editorial, this proposal was placed on the BOS agenda last minute without time for stakeholders to fully review its impacts or engage in a comprehensive discussion on the issue, much less develop a full understanding of its fiscal or policy impacts.

2. **The BOS has existing authority to prioritize its unrestricted funds.** Like city councils, the BOS has existing authority to spend its discretionary funds according to its policy priorities through an annual budget process with a simple majority vote. It is unnecessary to permanently restrict future budget spending for this Board or future Boards through a charter amendment.

3. **Fiscal implications have not been analyzed**. Under the current proposal, cities and county residents have no way to determine if the charter amendments have positive or negative impacts on existing county services. The only "analysis" we have is the

2019-20 OFFICERS AND BOARD OF DIRECTORS

PRESIDENT
JUAN GARZA
BELLFLOWER

VICE PRESIDENT
BLANCA PACHECO
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KAREN FARRER
MALIBU

SAN FERNANDO VALLEY COG
EMILY GABEL-LUDDY
BURBANK

SAN GABRIEL VALLEY COG
MARGARET CLARK
ROSEMEAD

SOUTH BAY CITIES COG
BEA DIERINGER
ROLLING HILLS

WESTSIDE CITIES COG
SUE HIMMELRICH
SANTA MONICA

CITY OF LOS ANGELES
JOHN WICKHAM
LOS ANGELES

EXECUTIVE DIRECTOR
JENNIFER QUAN

county Chief Administrative Officers' verbal testimony on July 21 expressing concerns about limiting budgetary flexibility, especially during economic uncertainty like we are currently experiencing with the COVID-19 pandemic. The CAO also testified that the charter amendment, as proposed, would likely cause department cuts and potential staff layoffs starting in fiscal year 21/22. These concerns and their unknown effects on wider service provisions to our residents and our cities warrant a full impartial analysis from the county before moving forward.

Again, we urge the board to suspend its efforts to rush a permanent change to its charter without a more comprehensive discussion and engagement with all stakeholders that want to be at the table. We know our contributions bring value to these important policy discussions and we would like to engage with the board on this timely discussion. Our past support of county initiatives like the Safe, Clean Water Measure (W), the Homeless Services Initiative (Measure H), and the Neighborhood Parks and Beaches Measure (A), prove that when the county and cities work together, not only are we successful in gaining the trust of voters to advance major policy efforts, we can create meaningful changes in Los Angeles County. Let's take the time this issue deserves to accomplish that and get it right, it's worth it.

Thank you for your consideration of our request.

Regards,

Juan Garza
President, Los Angeles County Division, League of California Cities
Mayor, City of Bellflower

Cc: Los Angeles County Supervisor Hilda Solis, firstdistrict@bos.lacounty.gov
Los Angeles County Supervisor Mark Ridley-Thomas, markridley-thomas@bos.lacounty.gov
Los Angeles County Supervisor Sheila Kuehl, sheila@bos.lacounty.gov
Los Angeles County Supervisor Janice Hahn, fourthdistrict@bos.lacounty.gov
Online submission portal, https://publiccomment.bos.lacounty.gov/
Los Angeles County cities

COUNTY OF LOS ANGELES
OFFICE OF THE COUNTY COUNSEL
648 KENNETH HAHN HALL OF ADMINISTRATION
500 WEST TEMPLE STREET
LOS ANGELES, CALIFORNIA 90012-2713

MARY C. WICKHAM
County Counsel

TELEPHONE
(213) 972-5720
FACSIMILE
(213) 626-7446
TDD
(213) 633-0901
E-MAIL
Ntinkham@counsel.lacounty.gov

July 28, 2020

Agenda No. 51-C
07/21/20

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, California 90012

Re: The Los Angeles County Charter Amendment Ordinance; Resolution Consolidating Elections; and Report Regarding Processes and Procedures for the Placement of a County Charter Amendment on the November 2020 General Election Ballot

Dear Supervisors:

On July 21, 2020, your Board directed our office, in consultation with the Chief Executive Office, to prepare the necessary documents, including an ordinance, for a special election to vote on an amendment to the Charter of the County of Los Angeles ("Charter") on the November 3, 2020 General Election. Enclosed are those documents as well as our report on the processes and procedures associated with placing the Charter amendment on the November 3, 2020, General Election ballot.

Enclosed as Exhibit A is the Charter Amendment Ordinance ("Ordinance"), which annually allocates no less than 10 percent of the County's locally generated unrestricted revenues in the general fund for direct community investment and alternatives to incarceration and prohibits using earmarked funds for carceral systems and law enforcement agencies, to be phased in by June 30, 2024. Enclosed as Exhibit B is the Resolution calling for and giving notice of a special election and consolidating the special election with the general election on November 3, 2020 ("Resolution").

The Charter amendment contained in the Ordinance, if approved by the voters, will add Subsection 8 to Article III Section 11 of the Charter. Subsection 8, of the proposed Charter amendment, does the following:

1. Sets aside a baseline minimum threshold of at least 10 percent of the County's locally generated unrestricted revenues in the general fund. The set-aside is to be annually allocated for direct community investment and alternatives to incarceration.

2. Prohibits the use of the set-aside for any carceral system or law enforcement agencies, including the Los Angeles County Sheriff's Department, Los Angeles County District Attorney's Office, Los Angeles County Superior Courts, or Los Angeles County Probation Department, including any redistribution of funds through those entities. This restriction does not extend to State law requiring the County to fund court facilities and expenditures, including, but not limited to, the Trial Court Facilities Act of 2002 (2002 Senate Bill No. 1732) and Lockyer-Isenberg Trial Court Funding Act of 1997 (1997 Assembly Bill No. 233), other mandatory fines and fees, or any other County commitments to the extent required by law.

3. Phases in the set-aside over a three-year period with the full set-aside implemented by June 30, 2024.

4. Prevents the set-aside from supplanting the monies otherwise allocated to the set-aside categories in the County budget.

5. Requires the Board to establish an inclusive and transparent process on the allocation of funds set aside.

6. Allows the Board, by a four-fifths vote, to reduce the set-aside in the event of a fiscal emergency that threatens the County's ability to fund mandated programs.

Process for Placing the County Charter Amendment on the Ballot

To place this Charter amendment measure on the November 3, 2020 ballot, the Board must approve both the Ordinance and the Resolution.

The timeline to place a measure on the ballot is as follows:

Last regularly scheduled Board meeting to adopt ordinance or resolution to submit measure to the voters	August 4, 2020 Election Day minus 85 days ("E-85")
Last day for Executive Officer to deliver adopted ordinance/resolution calling for special election to Registrar-Recorder/County Clerk ("Registrar")	August 7, 2020 E-88
Last day for County Counsel to submit impartial analysis of the ballot measure to the Registrar	August 14, 2020 E-81
Submit arguments for or against a measure	August 14, 2020 E-81
Public examination period of all ballot materials	August 15, 2020 – August 24, 2020 E-80 – E-71
Submit rebuttal arguments for or against a measure	August 24, 2020
Mailing of ballots to military and overseas voters	September 4, 2020 – September 19, 2020 E-60 – E-39
Mailing of Sample Ballots	September 24 – October 13, 2020 E-40 – E-21
Registrar must begin mailing Vote by Mail ballots	October 5, 2020 E-29
Election Day	November 3, 2020

The Ordinance and Resolution will take immediate effect upon their approval by a majority vote of your Board.

Very truly yours,

MARY C. WICKHAM
County Counsel

By
NICOLE DAVIS TINKHAM
Senior Assistant County Counsel
Executive Office

APPROVED AND RELEASED:

MARY C. WICKHAM
County Counsel

NTD:vn
Enclosures

EXHIBIT A

ANALYSIS

This ordinance would call a special election to be held on November 3, 2020, for the purpose of voting upon an amendment to the Charter of the County of Los Angeles that would annually allocate in the County's budget no less than ten percent of the County's locally generated unrestricted revenues in the general fund to address the disproportionate impact of racial injustice through community investment and alternatives to incarceration and prohibit using those funds for carceral systems and law enforcement agencies as detailed in the ordinance adopting the proposed charter amendment, to be phased in by June 30, 2024.

The ordinance also directs the consolidation of this election with the statewide general election to be held on the same day.

MARY C. WICKHAM
County Counsel

By:
NICOLE DAVIS TINKHAM
Senior Assistant County Counsel
Executive Office

NDT:vn

Requested: 7/20/20
Revised: 7/24/20

ORDINANCE NO._____

An ordinance calling a special election to be held on November 3, 2020, throughout the County of Los Angeles for the purpose of voting upon an amendment to the Los Angeles County Charter and directing the consolidation of the election with the statewide general election to be held on the same day.

The Board of Supervisors of the County of Los Angeles ordains as follows:

SECTION 1. **Call of Election and Purpose.** A special election is hereby called, proclaimed and ordered to be held on November 3, 2020, for the purpose of voting upon a proposed amendment to the Charter of the County of Los Angeles.

SECTION 2. **Resolution Establishing Form of Proposition.** The exact form of the Proposition as it is to appear on the ballot and the complete text of the proposed amendment is as follows:

PROPOSED COUNTY CHARTER AMENDMENT. COMMUNITY INVESTMENT AND ALTERNATIVES TO INCARCERATION MINIMUM COUNTY BUDGET ALLOCATION. Shall the measure, annually allocating in the County's budget no less than ten percent (10%) of the County's locally generated unrestricted revenues in the general fund to address the disproportionate impact of racial injustice through community investment and alternatives to incarceration and prohibiting using those funds for carceral systems and law enforcement agencies as detailed in the ordinance adopting the proposed charter amendment, be adopted?	YES
	NO

PROPOSITION _____

This Proposition (XXXXX) shall become effective only if it is submitted to the voters at the election held on November 3, 2020 and is approved. The Charter amendment shall become operative on July 1, 2021.

First: Section 11 of Article III of the Charter of the County of Los Angeles is amended to read:

Section 11. It shall be the duty of the Board of Supervisors:

(1) To appoint all County officers other than elective officers, and all officers, assistants, deputies, clerks, attaches [14] and employees whose appointment is not provided for by this Charter. [15]

...

(8) To allocate, in compliance with all laws and regulations, the County's locally generated unrestricted revenues in the general fund as follows:

A. Set aside a baseline minimum threshold of at least ten percent (10%) of the County's locally generated unrestricted revenues in the general fund (Net County Cost), as determined annually in the budget process or as otherwise set forth in the County Code or regulations, to be allocated on an annual basis, after input from, among others, the public and County departments at a public hearing, for the following primary purposes:

i. Direct Community Investment.

1. Community-based youth development programs.

2. Job training and jobs to low-income residents focusing on jobs that support the implementation of the "Alternatives to Incarceration" workgroup recommendations as presented to the County Board of Supervisors on March 10, 2020, especially construction jobs for the expansion of affordable and supportive housing, restorative care villages, and a decentralized system of care.

3. Access to capital for small minority-owned businesses, with a focus on Black-owned businesses.

4. Rent assistance, housing vouchers and accompanying supportive services to those at-risk of losing their housing, or without stable housing.

5. Capital funding for transitional housing, affordable housing, supportive housing, and restorative care villages with priority for shovel-ready projects.

ii. Alternatives to Incarceration.

1. Community-based restorative justice programs.

2. Pre-trial non-custody services and treatment.

3. Community-based health services, health promotion, counseling, wellness and prevention programs, and mental health and substance use disorder services.

4. Non-custodial diversion and reentry programs, including housing and services.

B. The set aside shall not be used for any carceral system or law enforcement agencies, including the Los Angeles County Sheriff's Department, Los Angeles County District Attorney's Office, Los Angeles County Superior Courts, or

Los Angeles County Probation Department, including any redistribution of funds through those entities. This restriction does not extend to State law requiring the County to fund court facilities and expenditures, including, but not limited to, the Trial Court Facilities Act of 2002 (2002 Senate Bill No. 1732) and Lockyer-Isenberg Trial Court Funding Act of 1997 (1997 Assembly Bill No. 233), other mandatory fines and fees, or any other County commitments to the extent required by law.

C. The unrestricted revenues that are set aside shall phase in over a three-year period, beginning July 1, 2021, and incrementally grow to the full set-aside by June 30, 2024, pursuant to the procedures codified in the County Budget Act in the Government Code.

D. The set aside cannot supplant monies otherwise allocated for the same categories listed in Subsection (8)(A), as defined and set forth in the County Code or regulations.

E. The Board of Supervisors shall establish an inclusive and transparent process on the allocation of funds set aside by this Subsection (8).

F. Notwithstanding this Subsection (8), the Board of Supervisors may, by a four-fifths vote, reduce the set-aside in the event of a fiscal emergency, as declared by the Board of Supervisors, that threatens the County's ability to fund mandated programs.

Second: In the event that the amendment to the Charter of Los Angeles County contained in this Proposition is rendered inoperative because of the actions of any

court, legislative or other body, or for any other reason, the provisions of the County Charter in effect on November 3, 2020, shall remain in full force and effect.

Third: If any section, subsection, subdivision, paragraph, sentence, clause, phrase, or word of this Proposition is for any reason held to be invalid or unenforceable, such invalidity or unenforceability shall not affect the validity or enforceability of the remaining sections, subsections, subdivisions, paragraphs, sentences, clauses, phrases, or words of this amendment to Section 11 of Article III of the Charter. The voters of the County of Los Angeles declare that they would have independently adopted each section, subsection, subdivision, paragraph, sentence, clause, phrase, or word of this Proposition irrespective of the fact that any one or more other sections, subsections, subdivisions, paragraphs, sentences, clauses, phrases, or words of this amendment to Section 11 of Article III is declared invalid or unenforceable.

SECTION 3. **Consolidation.** The special election shall be consolidated with the statewide general election to be held on Tuesday, November 3, 2020. The Proposition shall be placed upon the same ballot as that provided for the general election. The precincts, polling places, or vote centers, and precinct board members shall be the same as provided for the statewide general election.

SECTION 4. **Proclamation.** Pursuant to section 12001 of the Elections Code, the Board of Supervisors of the County of Los Angeles hereby PROCLAIMS that a special countywide election shall be held on Tuesday, November 3, 2020, to vote upon the Charter Amendment described in Section 2 of this Ordinance.

SECTION 5. **Effective Date.** Pursuant to Section 9141 of the Elections Code and Section 25123 of the Government Code, this Ordinance shall take effect upon the adoption thereof.

SECTION 6. **Authority.** This Ordinance is adopted pursuant to sections 23720, 23730, and 23731 of the Government Code, and sections 9141, 10402, 10403, and 12001 of the Elections Code.

SECTION 7. **Publication.** This Ordinance shall be published once before the expiration of 15 days after its passage in a daily newspaper of general circulation, printed, published and circulated in the County of Los Angeles pursuant to Government Code section 25124.

The Executive Officer-Clerk of the Board of Supervisors is ordered to file a copy of this Ordinance with the Registrar-Recorder at least 88 days prior to the day of the election.

[ARTICLEIIIGECC]

EXHIBIT B

RESOLUTION OF THE BOARD OF SUPERVISORS OF THE COUNTY OF LOS ANGELES CALLING FOR AND GIVING NOTICE OF A SPECIAL ELECTION TO AMEND THE CHARTER OF THE COUNTY OF LOS ANGELES TO ANNUALLY ALLOCATE IN THE COUNTY'S BUDGET NO LESS THAN TEN PERCENT OF THE COUNTY'S LOCALLY GENERATED UNRESTRICTED REVENUES IN THE GENERAL FUND TO ADDRESS THE DISPROPORTIONATE IMPACT OF RACIAL INJUSTICE THROUGH COMMUNITY INVESTMENT AND ALTERNATIVES TO INCARCERATION AND PROHIBIT USING THOSE FUNDS FOR CARCERAL SYSTEMS AND LAW ENFORCEMENT AGENCIES AND CONSOLIDATING THE SPECIAL ELECTION WITH OTHER ELECTIONS TO BE HELD WITHIN THE COUNTY ON NOVEMBER 3, 2020

WHEREAS, the topic of systemic discrimination, exclusion, and inequity has been the subject of discussions at the nationwide, state, and local level, and the Board has supported efforts and policies to address racial inequity and create economic opportunity and housing stability for marginalized communities in the County; and

WHEREAS, the Board acknowledges there have been calls from community advocates within the County to have the County's budget reflect the concerns of racial inequity and provide economic opportunity and housing stability for marginalized communities, while reducing the County's annual budget for carceral systems and law enforcement agencies; and

WHEREAS, the Board is required and deems it necessary and essential to submit to qualified voters in the County, the question of a charter amendment to ratify annually allocating in the County's budget no less than ten percent of the County's locally generated unrestricted revenues in the general fund to address the disproportionate impact of racial injustice through community investment and alternatives to incarceration and prohibit using those funds for carceral systems and law enforcement agencies, to be phased in by June 30, 2024, at a special election to be held on November 3, 2020, and to consolidate such election with other elections to be held on that date;

NOW, THEREFORE, BE IT RESOLVED by the Board of Supervisors of the County of Los Angeles, as follows:

1. **Call of the Election and Purpose.** A special election shall be held and the same is hereby called and ordered to be held in the County on the 3rd day of November 2020, for the purpose of submitting to the voters of the County by ordinance the question of shall the County annually allocate in the County's budget no less than ten percent of the County's locally generated unrestricted revenues in the general fund to address the disproportionate impact of racial injustice through community investment and alternatives to incarceration and prohibit using those funds for carceral systems and law enforcement agencies as contained in the attached Ordinance, Exhibit A.

2. **Ballot Measure.** The Measure to amend the County Charter by Ordinance pursuant to this resolution shall appear on the ballot substantially as follows:

COMMUNITY INVESTMENT AND ALTERNATIVES TO INCARCERATION MINIMUM COUNTY BUDGET ALLOCATION.

Shall the measure, annually allocating in the County's budget no less than ten percent (10%) of the County's locally generated unrestricted revenues in the general fund to address the disproportionate impact of racial injustice through community investment and alternatives to incarceration and prohibiting using those funds for carceral systems and law enforcement agencies as detailed in the ordinance adopting the proposed charter amendment, be adopted?

YES____ NO____

3. **Ordinance.** The attached ordinance, Exhibit A, calling for the election to amend the County Charter to annually allocate in the County's budget no less than ten percent of the County's locally generated unrestricted revenues in the general fund to address the disproportionate impact of racial injustice through community investment and alternatives to incarceration and prohibit using those funds for carceral systems and law enforcement agencies as detailed in the ordinance adopting the proposed charter amendment as specifically set forth in the Ordinance, is incorporated herein by reference ("Ordinance").

4. **Proclamation.** Pursuant to section 12001 of the Elections Code, the Board hereby PROCLAIMS that a special Countywide election shall be held in the District on Tuesday, November 3, 2020, to vote upon the Charter Amendment described in the proposed Ordinance.

5. **Consolidation.** The special election called by this resolution shall be consolidated with the other elections conducted by the Registrar-Recorder/County Clerk to be held in the County of Los Angeles on November 3, 2020, and the measure shall be placed on the same ballot as that provided for the general election. The precincts, polling places and vote centers, precinct board members, and facilities shall be the same as provided for the statewide general election.

6. **Election Procedure.** All qualified voters residing in the County shall be permitted to vote in the election and in all particulars not recited in this resolution, the elections shall be held as nearly as practicable in conformity with the Elections Code of the State of California. The votes cast for and against the measure shall be separately counted and if the measure receives a majority of the votes cast by the qualified electors voting on the measure, the Ordinance amending the County Charter shall be effective upon adoption thereof pursuant to section 9141 of the Elections Code and section 25123 of the Government Code.

7. **Sample Ballot.** The Registrar-Recorder/County Clerk is instructed to print the entire proposed Ordinance in the sample ballot.

8. **Authority.** This resolution is adopted pursuant to section 12001 of the Elections Code and section 25201 of the Government Code. The Executive Officer-Clerk of the Board of Supervisors is ordered to file a copy of this resolution with the Registrar-Recorder/County Clerk at least eighty-eight (88) days prior to the day of the election. The Registrar-Recorder/County Clerk is authorized, instructed and directed to prepare any documents and take any additional actions that may be necessary in order to properly and lawfully conduct the election.

The foregoing resolution was on the ____ day of July 2020, adopted by the Board of Supervisors of the County of Los Angeles and ex officio the governing body of all other special assessment and taxing districts, agencies, and authorities for which said Board so acts.

CELIA ZAVALA, Executive Officer-Clerk
of the Board of Supervisors of the
County of Los Angeles

By: _____

APPROVED AS TO FORM:

MARY C. WICKHAM
County Counsel

By: _____
Deputy

CITY of CALABASAS

Check Register Report

Bank: BANK OF AMERICA - CITY OPERATING

Reporting Period: 06/17/2020 to 08/03/2020

Check No.	Check Date	Vendor Name	Check Description	Amount	Department
Administrative Services					
109015	8/3/2020	COUNTY CLERK, CO. OF L.A.	ELECTION SUPPORT	60,101.62	Administrative Services
109027	8/3/2020	RALPH ANDERSEN & ASSOC	RECRUITMENT AD - CITY MGR	8,750.00	Administrative Services
108917	7/25/2020	GLADWELL GOVERNMENTAL	RECORDS MANAGEMENT CONSULTING	4,800.00	Administrative Services
108836	7/13/2020	MUNICIPAL CODE CORPORATION	MUNICIPAL CODE SUPPLEMENT	1,591.09	Administrative Services
108698	6/22/2020	MCCONVILLE/MICHAEL//	REIMBURSE EDUC EXPS-SPRING 20	1,030.75	Administrative Services
108776	7/2/2020	MUNICIPAL CODE CORPORATION	MUNICIPAL CODE ONLINE FY 20/21	900.00	Administrative Services
108737	6/29/2020	HENRY/CEDRIC//	REIMBURSE EDUC EXPS- SPRING 20	887.54	Administrative Services
108776	7/2/2020	MUNICIPAL CODE CORPORATION	ADMINISTRATIVE SUPPORT	350.00	Administrative Services
108901	7/20/2020	PRO DOCUMENT SOLUTIONS	ELECTION SERVICES	348.72	Administrative Services
108965	8/1/2020	AMSTAR EXPRESS, INC.	COURIER SERVICE	216.14	Administrative Services
108701	6/22/2020	MENDOZA/ANALUZ//	REIMB MILEAGE - APR-MAY 2020	165.08	Administrative Services
108669	6/16/2020	US BANK	VISA- MCA DIRECT	102.33	Administrative Services
108767	7/1/2020	VALLEY NEWS GROUP	LEGAL ADVERTISING	90.00	Administrative Services
108819	7/11/2020	VALLEY NEWS GROUP	LEGAL ADVERTISING	90.00	Administrative Services
109012	8/1/2020	VALLEY NEWS GROUP	LEGAL ADVERTISING	90.00	Administrative Services
108678	6/22/2020	CITY CLERKS ASSOCIATION OF CA	CCAC MEMBERSHIP	65.00	Administrative Services
108858	7/14/2020	US BANK	VISA- AMAZON,COM	48.68	Administrative Services
108711	6/22/2020	VALLEY NEWS GROUP	LEGAL ADVERTISING	45.00	Administrative Services
108819	7/11/2020	VALLEY NEWS GROUP	LEGAL ADVERTISING	45.00	Administrative Services
108819	7/11/2020	VALLEY NEWS GROUP	LEGAL ADVERTISING	45.00	Administrative Services
108669	6/16/2020	US BANK	VISA- COGNITO	32.00	Administrative Services
108858	7/14/2020	US BANK	VISA- COGNITO	32.00	Administrative Services
108734	6/29/2020	COUNTY CLERK, CO. OF L.A.	RECORDING FEE	20.00	Administrative Services
108858	7/14/2020	US BANK	VISA- COSTCO/AMAZON.COM	14.21	Administrative Services
108669	6/16/2020	US BANK	VISA- APPLE.COM	6.99	Administrative Services
108858	7/14/2020	US BANK	VISA- APPLE.COM	6.99	Administrative Services
		Total Amount for 26 Line Item(s) from Administrative Services		**$79,874.14**	
Boards and Commissions					
109017	8/3/2020	FASSBERG/WENDY//	PC MEETINGS 1/16/20-6/18/20	250.00	Boards and Commissions
109023	8/3/2020	MUELLER/JOHN//	PC MEETINGS 1/16/20-6/18/20	250.00	Boards and Commissions
109034	8/3/2020	WASHBURN/DENNIS//	PC MEETINGS 1/16/20-6/18/20	250.00	Boards and Commissions
109019	8/3/2020	HARRISON/MICHAEL//	PC MEETINGS 1/16/20-6/18/20	250.00	Boards and Commissions
109020	8/3/2020	KRAUT/PETER//	PC MEETINGS 1/16/20-6/18/20	250.00	Boards and Commissions
109029	8/3/2020	SIKAND/MARK//	PC MEETINGS 1/16/20-6/18/20	150.00	Boards and Commissions

APPROVED BY CITY MANAGER

AGENDA ITEM NO. 9

Check No.	Check Date	Vendor Name	Check Description	Amount	Department
		Total Amount for 6 Line Item(s) from Boards and Commissions		**$1,400.00**	
City Attorney					
108680	6/22/2020	COLANTUONO, HIGHSMITH &	GENERAL SERVICES	44,727.99	City Attorney
108891	7/20/2020	COLANTUONO, HIGHSMITH &	GENERAL SERVICES	30,574.22	City Attorney
108960	7/27/2020	VAN DERMYDEN MADDUX LAW CORP	LEGAL SERVICES	22,204.89	City Attorney
108685	6/22/2020	FORENSIC ANALYTICAL CONSULTING	CONSULTING SERVICES	1,604.45	City Attorney
108825	7/13/2020	BURKE, WILLIAMS, SORENSEN, LLP	LEGAL SERVICES	1,254.00	City Attorney
108680	6/22/2020	COLANTUONO, HIGHSMITH &	LABOR & EMPLOYMENT	1,171.00	City Attorney
108891	7/20/2020	COLANTUONO, HIGHSMITH &	PROP 218 ADVICE	875.00	City Attorney
108891	7/20/2020	COLANTUONO, HIGHSMITH &	ZEESMAN	775.00	City Attorney
108680	6/22/2020	COLANTUONO, HIGHSMITH &	MISC SPECIAL COUNSEL PROJ	700.00	City Attorney
108680	6/22/2020	COLANTUONO, HIGHSMITH &	CRLA & ED FUND	675.00	City Attorney
108891	7/20/2020	COLANTUONO, HIGHSMITH &	MISC SPECIAL COUNSEL PROJ	500.00	City Attorney
108680	6/22/2020	COLANTUONO, HIGHSMITH &	ZEESMAN	475.00	City Attorney
108891	7/20/2020	COLANTUONO, HIGHSMITH &	CRLA & ED FUND	300.00	City Attorney
108757	7/1/2020	BURKE, WILLIAMS, SORENSEN, LLP	LEGAL SERVICES	264.00	City Attorney
108733	6/29/2020	COLANTUONO, HIGHSMITH &	SCE COALITION	245.20	City Attorney
108789	7/6/2020	HOPKINS & CARLEY	LEGAL SERVICES	168.00	City Attorney
108891	7/20/2020	COLANTUONO, HIGHSMITH &	RUBIN	150.00	City Attorney
108891	7/20/2020	COLANTUONO, HIGHSMITH &	SCE COALITION	134.46	City Attorney
		Total Amount for 18 Line Item(s) from City Attorney		**$106,798.21**	
City Council					
108779	7/2/2020	VALLEY ECONOMIC ALLIANCE/THE//	ANNUAL INVESTMENT SUPPORT	5,000.00	City Council
108778	7/2/2020	SOUTHERN CALIFORNIA ASSOC. OF	MEMBERSHIP DUES FY 20/21	2,622.00	City Council
108775	7/2/2020	LEAGUE OF CALIFORNIA CITIES	MEMBERSHIP DUES FY 20/21	1,312.50	City Council
108674	6/22/2020	BOZAJIAN/JAMES R.//	REIMB OFFICE SUPPLIES	388.55	City Council
108669	6/16/2020	US BANK	VISA- CALABASAS SELF STORAGE	199.00	City Council
108858	7/14/2020	US BANK	VISA- CALABASAS SELF STORAGE	199.00	City Council
108808	7/11/2020	CALABASAS CHAMBER OF COMMERCE	MEMBER DUES - A. WEINTRAUB	175.00	City Council
108843	7/13/2020	SHAPIRO/DAVID//	REIMB OFFICE SUPPLIES	74.25	City Council
108858	7/14/2020	US BANK	VISA- FRESH BROS./BAJA FRESH	63.24	City Council
108858	7/14/2020	US BANK	VISA- LA DAILY NEWS	52.00	City Council
108858	7/14/2020	US BANK	VISA- SFVBJ	20.00	City Council
108669	6/16/2020	US BANK	VISA- USPS	14.50	City Council

Check No.	Check Date	Vendor Name	Check Description	Amount	Department
108858	7/14/2020	US BANK	VISA- CCCA	-625.00	City Council
		Total Amount for 13 Line Item(s) from City Council		**$9,495.04**	
City Management					
108858	7/14/2020	US BANK	VISA- OFFICE DEPOT/CVS	56.80	City Management
		Total Amount for 1 Line Item(s) from City Management		**$56.80**	
Civic Center O&M					
109030	8/3/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	8,990.91	Civic Center O&M
109030	8/3/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	7,269.24	Civic Center O&M
108803	7/6/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	6,924.10	Civic Center O&M
108803	7/6/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	5,598.21	Civic Center O&M
108942	7/27/2020	CONVERGINT TECHNOLOGIES LLC	SECURITY SERVICES	4,915.84	Civic Center O&M
108869	7/18/2020	HAYNES BUILDING SERVICES, LLC	JANITORIAL SERVICES	4,387.06	Civic Center O&M
108766	7/1/2020	SECURAL SECURITY CORP	SECURITY- PROTESTS	3,419.28	Civic Center O&M
108919	7/25/2020	HAYNES BUILDING SERVICES, LLC	JANITORIAL SERVICES	2,559.16	Civic Center O&M
108858	7/14/2020	US BANK	VISA- TRAVELWELD	2,250.00	Civic Center O&M
108842	7/13/2020	SECURAL SECURITY CORP	SECURITY- NIGHTLY CIV CTR	1,778.08	Civic Center O&M
108842	7/13/2020	SECURAL SECURITY CORP	SECURITY- NIGHTLY CIV CTR	1,778.08	Civic Center O&M
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	1,474.13	Civic Center O&M
108858	7/14/2020	US BANK	VISA- AMAZON.COM	1,271.30	Civic Center O&M
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	1,191.86	Civic Center O&M
109022	8/3/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	713.70	Civic Center O&M
108763	7/1/2020	LIFTECH ELEVATOR SERVICES INC	ELEVATOR SERVICES	697.00	Civic Center O&M
108814	7/11/2020	LIFTECH ELEVATOR SERVICES INC	ELEVATOR SERVICES	697.00	Civic Center O&M
108941	7/27/2020	CIRCULATING AIR, INC.	HVAC MAINTENANCE	620.00	Civic Center O&M
108941	7/27/2020	CIRCULATING AIR, INC.	HVAC MAINTENANCE	620.00	Civic Center O&M
108942	7/27/2020	CONVERGINT TECHNOLOGIES LLC	SECURITY SERVICES	615.00	Civic Center O&M
108773	7/2/2020	JOHNSON CONTROLS FIRE	SECURITY MONITORING	600.00	Civic Center O&M
108921	7/25/2020	JOHNSON CONTROLS FIRE	SECURITY MONITORING	600.00	Civic Center O&M
109022	8/3/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	577.03	Civic Center O&M
108786	7/6/2020	EMERALD COAST PLANTSCAPES, INC	PLANT MAINTENANCE- CITY HALL	500.00	Civic Center O&M
108904	7/20/2020	SOUTHERN CALIFORNIA GAS CO	GAS SERVICE	478.30	Civic Center O&M
108941	7/27/2020	CIRCULATING AIR, INC.	HVAC MAINTENANCE	418.50	Civic Center O&M
108941	7/27/2020	CIRCULATING AIR, INC.	HVAC MAINTENANCE	418.50	Civic Center O&M
108669	6/16/2020	US BANK	VISA- QUINN RENTAL	392.37	Civic Center O&M

Check No.	Check Date	Vendor Name	Check Description	Amount	Department
108904	7/20/2020	SOUTHERN CALIFORNIA GAS CO	GAS SERVICE	386.72	Civic Center O&M
108786	7/6/2020	EMERALD COAST PLANTSCAPES, INC	PLANT MAINTENANCE- LIBRARY	250.00	Civic Center O&M
108858	7/14/2020	US BANK	VISA- TRAVELWELD	250.00	Civic Center O&M
108766	7/1/2020	SECURAL SECURITY CORP	SECURITY- CALL RESPONSE	221.62	Civic Center O&M
108944	7/27/2020	G & F LIGHTING SUPPLY CO.	LIGHTING SUPPLIES	196.27	Civic Center O&M
108944	7/27/2020	G & F LIGHTING SUPPLY CO.	LIGHTING SUPPLIES	196.27	Civic Center O&M
108956	7/27/2020	R P BARRICADE INC	EQUIPMENT RENTAL- PROTEST	192.34	Civic Center O&M
108956	7/27/2020	R P BARRICADE INC	EQUIPMENT RENTAL- PROTEST	192.33	Civic Center O&M
108926	7/25/2020	SECURAL SECURITY CORP	PATROL CAR SERVICES- CIVIC CTR	188.57	Civic Center O&M
108926	7/25/2020	SECURAL SECURITY CORP	PATROL CAR SERVICES- CIVIC CTR	188.57	Civic Center O&M
108783	7/6/2020	CIRCULATING AIR, INC.	HVAC MAINTENANCE	156.00	Civic Center O&M
108783	7/6/2020	CIRCULATING AIR, INC.	HVAC MAINTENANCE	156.00	Civic Center O&M
108858	7/14/2020	US BANK	VISA- HOME DEPOT	124.85	Civic Center O&M
108768	7/1/2020	WAXIE SANITARY SUPPLY	JANITORIAL SERVICES	113.43	Civic Center O&M
108768	7/1/2020	WAXIE SANITARY SUPPLY	JANITORIAL SERVICES	113.43	Civic Center O&M
108693	6/22/2020	INNER-I ...SECURITY IN FOCUS	MAY-JUL 2020 MONITORING- CITY	90.00	Civic Center O&M
108783	7/6/2020	CIRCULATING AIR, INC.	HVAC MAINTENANCE	75.00	Civic Center O&M
108783	7/6/2020	CIRCULATING AIR, INC.	HVAC MAINTENANCE	75.00	Civic Center O&M
108858	7/14/2020	US BANK	VISA- HOME DEPOT	57.64	Civic Center O&M
108858	7/14/2020	US BANK	VISA- UNION 76	40.00	Civic Center O&M
108669	6/16/2020	US BANK	VISA- HOME DEPOT	25.14	Civic Center O&M
108858	7/14/2020	US BANK	VISA- RITE AID	21.88	Civic Center O&M
108669	6/16/2020	US BANK	VISA- HOME DEPOT	20.01	Civic Center O&M
108669	6/16/2020	US BANK	VISA- ROADSIDE LUMBER	15.18	Civic Center O&M
108669	6/16/2020	US BANK	VISA- HARBOR FREIGHTS	7.28	Civic Center O&M
		Total Amount for 53 Line Item(s) from Civic Center O&M		**$65,108.18**	

Community Development

108795	7/6/2020	M6 CONSULTING, INC.	INSPECTION SERVICES	18,192.71	Community Development
108835	7/13/2020	M6 CONSULTING, INC.	PLAN CHECK SERVICES	16,533.54	Community Development
108795	7/6/2020	M6 CONSULTING, INC.	PERMIT SERVICES	14,700.00	Community Development
108675	6/22/2020	CALABASAS CREST LTD	R.A.P.- JUL 2020	7,056.00	Community Development
108861	7/18/2020	CALABASAS CREST LTD	R.A.P.- AUG 2020	7,056.00	Community Development
108943	7/27/2020	DAPEER, ROSENBLIT & LITVAK	LEGAL SERVICES	1,686.50	Community Development
108828	7/13/2020	CR PRINT	INSPECTOR NOTICES	886.95	Community Development
108759	7/1/2020	DUDEK & ASSOCIATES INC	EIR CONSULTING	660.00	Community Development
109016	8/3/2020	DUDEK & ASSOCIATES INC	EIR CONSULTING	583.13	Community Development

Check No.	Check Date	Vendor Name	Check Description	Amount	Department
109016	8/3/2020	DUDEK & ASSOCIATES INC	EIR CONSULTING	581.40	Community Development
108759	7/1/2020	DUDEK & ASSOCIATES INC	EIR CONSULTING	579.68	Community Development
108828	7/13/2020	CR PRINT	DOOR HANGERS	336.17	Community Development
108792	7/6/2020	J THAYER COMPANY, INC.	OFFICE SUPPLIES	301.79	Community Development
108684	6/22/2020	FLEYSHMAN/ALBERT//	R.A.P.- JUL 2020	240.00	Community Development
108700	6/22/2020	MEDVETSKY/LINA//	R.A.P.- JUL 2020	240.00	Community Development
108705	6/22/2020	RASCOE/JOAN//	R.A.P.- JUL 2020	240.00	Community Development
108696	6/22/2020	LEVY/ESTHER//	R.A.P.- JUL 2020	240.00	Community Development
108718	6/22/2020	YAZDINIAN/SUSAN//	R.A.P.- JUL 2020	240.00	Community Development
108699	6/22/2020	MCCUNE/SHANNON//	R.A.P.- JUL 2020	240.00	Community Development
108690	6/22/2020	HARDWOOD/KIM//	R.A.P.- JUL 2020	240.00	Community Development
108747	6/29/2020	PLACENCIO/JOLENE//	R.A.P.- JUL 2020	240.00	Community Development
108865	7/18/2020	FLEYSHMAN/ALBERT//	R.A.P.- AUG 2020	240.00	Community Development
108874	7/18/2020	MEDVETSKY/LINA//	R.A.P.- AUG 2020	240.00	Community Development
108878	7/18/2020	RASCOE/JOAN//	R.A.P.- AUG 2020	240.00	Community Development
108872	7/18/2020	LEVY/ESTHER//	R.A.P.- AUG 2020	240.00	Community Development
108885	7/18/2020	YAZDINIAN/SUSAN//	R.A.P.- AUG 2020	240.00	Community Development
108873	7/18/2020	MCCUNE/SHANNON//	R.A.P.- AUG 2020	240.00	Community Development
108868	7/18/2020	HARDWOOD/KIM//	R.A.P.- AUG 2020	240.00	Community Development
108876	7/18/2020	PLACENCIO/JOLENE//	R.A.P.- AUG 2020	240.00	Community Development
108682	6/22/2020	DAPEER, ROSENBLIT & LITVAK	LEGAL SERVICES	150.70	Community Development
108804	7/6/2020	VALLEY NEWS GROUP	LEGAL ADVERTISING	45.00	Community Development
108883	7/18/2020	VALLEY NEWS GROUP	LEGAL ADVERTISING	45.00	Community Development
108682	6/22/2020	DAPEER, ROSENBLIT & LITVAK	LEGAL SERVICES	30.55	Community Development
108792	7/6/2020	J THAYER COMPANY, INC.	OFFICE SUPPLIES	26.26	Community Development
108669	6/16/2020	US BANK	VISA- PLANETIZEN	24.95	Community Development
108858	7/14/2020	US BANK	VISA- PLANETIZEN	24.95	Community Development
108669	6/16/2020	US BANK	VISA- CPS	20.00	Community Development
108669	6/16/2020	US BANK	VISA- ZOOM	14.99	Community Development
108858	7/14/2020	US BANK	VISA- ZOOM.US	14.99	Community Development
108669	6/16/2020	US BANK	VISA- SAM HOUSTON	-239.85	Community Development
		Total Amount for 40 Line Item(s) from Community Development		**$73,151.41**	

Community Services

108813	7/11/2020	LAS VIRGENES UNIFIED SCHOOL	JOINT USE AGREEMENT-AC STELLE	60,000.00	Community Services
108769	7/2/2020	AGOURA HILLS,CALABASAS COM CTR	CONTRIBUTION FY 20/21	50,000.00	Community Services
108959	7/27/2020	THORNTON/JOHN PAUL//	RECREATION INSTRUCTOR	10,256.40	Community Services

Check No.	Check Date	Vendor Name	Check Description	Amount	Department
108708	6/22/2020	THORNTON/JOHN PAUL//	RECREATION INSTRUCTOR	9,289.00	Community Services
108713	6/22/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- SCHL	3,329.25	Community Services
108713	6/22/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- SCHL	3,279.01	Community Services
109033	8/3/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- SCHL	3,279.01	Community Services
109030	8/3/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	2,869.44	Community Services
108903	7/20/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	2,437.13	Community Services
108803	7/6/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	2,209.82	Community Services
108869	7/18/2020	HAYNES BUILDING SERVICES, LLC	JANITORIAL SERVICES	2,159.23	Community Services
108803	7/6/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	1,900.32	Community Services
108842	7/13/2020	SECURAL SECURITY CORP	SECURITY- NIGHTLY CIV CTR	1,778.08	Community Services
108749	6/29/2020	SWAN-MCDONALD/DEBORAH//	RECREATION INSTRUCTOR	1,764.00	Community Services
108882	7/18/2020	UNITED SITE SERVICES OF CA INC	PORTABLE TOILET RENTAL	1,121.77	Community Services
109030	8/3/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	1,102.07	Community Services
108887	7/20/2020	AT&T	TELEPHONE SERVICE	914.38	Community Services
108838	7/13/2020	NICHOLSON/TRISSA//	RECREATION INSTRUCTOR	913.50	Community Services
109033	8/3/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- SCHL	777.29	Community Services
108669	6/16/2020	US BANK	VISA- HOME DEPOT	765.05	Community Services
108669	6/16/2020	US BANK	VISA- CALABASAS SELF STORAGE	748.00	Community Services
108858	7/14/2020	US BANK	VISA- CALABASAS SELF STORAGE	748.00	Community Services
109033	8/3/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- SCHL	722.04	Community Services
108858	7/14/2020	US BANK	VISA- FRANKLIN/FENCE FACTORY	641.74	Community Services
108743	6/29/2020	LERMA/ANGEL//	RECREATION INSTRUCTOR	638.40	Community Services
108727	6/29/2020	BLUM/ELIZABETH//	RECREATION INSTRUCTOR	595.00	Community Services
108669	6/16/2020	US BANK	VISA- FRESH GRAFX	591.30	Community Services
108716	6/22/2020	WAXIE SANITARY SUPPLY	JANITORIAL SERVICES	533.68	Community Services
108802	7/6/2020	SO CA MUNI ATHLETIC FEDERATION	CLASS INSURANCE	480.70	Community Services
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	470.47	Community Services
109033	8/3/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- SCHL	460.32	Community Services
108858	7/14/2020	US BANK	VISA- HOME DEPOT/DIY	438.65	Community Services
109033	8/3/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- SCHL	397.00	Community Services
108899	7/20/2020	MOMAR, INC	JANITORIAL SUPPLIES	370.65	Community Services
108884	7/18/2020	WAXIE SANITARY SUPPLY	JANITORIAL SERVICES	366.67	Community Services
108934	7/27/2020	AGOURA HILLS,CALABASAS COM CTR	LEGAL SERVICES	350.20	Community Services
108935	7/27/2020	AT&T	TELEPHONE SERVICE	304.25	Community Services
108833	7/13/2020	LITTLEJOHN COMMUNICATIONS INC	PAY PHONE SVC- APR-JUN 2020	300.00	Community Services
108669	6/16/2020	US BANK	VISA- DIY/FRANKLINS HARDWARE	291.84	Community Services
108879	7/18/2020	SECURAL SECURITY CORP	PATROL CAR SERVICES- GRAPE	281.75	Community Services
108879	7/18/2020	SECURAL SECURITY CORP	PATROL CAR SERVICES- GATES	281.75	Community Services

Check No.	Check Date	Vendor Name	Check Description	Amount	Department
108730	6/29/2020	CANON FINANCIAL SERVICES INC	CANON COPIER LEASES	267.98	Community Services
108858	7/14/2020	US BANK	VISA- NCOA	250.00	Community Services
108938	7/27/2020	BELSLEY/JAMES//	RECREATION INSTRUCTOR	245.00	Community Services
108858	7/14/2020	US BANK	VISA- VISTA PAINT	243.16	Community Services
109022	8/3/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	227.77	Community Services
108858	7/14/2020	US BANK	VISA- 7 ELEVEN	225.82	Community Services
108713	6/22/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- SCHL	204.00	Community Services
108911	7/25/2020	AED SUPERSTORE	AED UNIT SUPPLIES	203.68	Community Services
108811	7/11/2020	ICMA MEMBERSHIP RENEWALS	MEMBERSHIP 2019- J. RUBIN	200.00	Community Services
108879	7/18/2020	SECURAL SECURITY CORP	PATROL CAR SERVICES- SR CTR	197.23	Community Services
108956	7/27/2020	R P BARRICADE INC	EQUIPMENT RENTAL- PROTEST	192.33	Community Services
108926	7/25/2020	SECURAL SECURITY CORP	PATROL CAR SERVICES- CIVIC CTR	188.58	Community Services
108786	7/6/2020	EMERALD COAST PLANTSCAPES, INC	PLANT MAINTENANCE- SR CTR	185.00	Community Services
108712	6/22/2020	VALLEY OPERA & PERFORMING ARTS	RECREATION INSTRUCTOR	180.00	Community Services
108669	6/16/2020	US BANK	VISA- 7 ELEVEN/EXXON	174.49	Community Services
108846	7/13/2020	UNITED SITE SERVICES OF CA INC	PORTABLE TOILET RENTAL	165.18	Community Services
108879	7/18/2020	SECURAL SECURITY CORP	PATROL CAR SERVICES- DE ANZA	165.08	Community Services
108740	6/29/2020	KOHN/STEVE//	RECREATION INSTRUCTOR	163.80	Community Services
108669	6/16/2020	US BANK	VISA- VISTA PAINT	163.76	Community Services
108716	6/22/2020	WAXIE SANITARY SUPPLY	JANITORIAL SERVICES	156.05	Community Services
108669	6/16/2020	US BANK	VISA- DIRECT TV	153.66	Community Services
108858	7/14/2020	US BANK	VISA- DIRECT TV	153.66	Community Services
108904	7/20/2020	SOUTHERN CALIFORNIA GAS CO	GAS SERVICE	152.64	Community Services
108732	6/29/2020	CLARK PEST CONTROL	PEST CONTROL SERVICES	150.00	Community Services
108889	7/20/2020	CANON SOLUTIONS AMERICA, INC	COPIER SVC PROGRAM- JME22147	146.85	Community Services
108669	6/16/2020	US BANK	VISA- FEDEX	141.43	Community Services
108884	7/18/2020	WAXIE SANITARY SUPPLY	JANITORIAL SERVICES	133.91	Community Services
108768	7/1/2020	WAXIE SANITARY SUPPLY	JANITORIAL SERVICES	113.42	Community Services
108679	6/22/2020	CLARK PEST CONTROL	PEST CONTROL SERVICES	111.00	Community Services
108863	7/18/2020	CLARK PEST CONTROL	PEST CONTROL SERVICES	111.00	Community Services
108799	7/6/2020	PORT-A-STOR INC.	STORAGE - A E WRIGHT	109.00	Community Services
108839	7/13/2020	PORT-A-STOR INC.	STORAGE - A E WRIGHT	109.00	Community Services
108858	7/14/2020	US BANK	VISA- FENCE FACTORY/DIY	107.25	Community Services
108695	6/22/2020	KRANTZ/A STEVEN//	RECREATION INSTRUCTOR	99.00	Community Services
108723	6/29/2020	AT&T	TELEPHONE SERVICE	97.83	Community Services
108935	7/27/2020	AT&T	TELEPHONE SERVICE	97.80	Community Services
108858	7/14/2020	US BANK	VISA- HOME DEPOT	97.53	Community Services
108858	7/14/2020	US BANK	VISA- VISTA PAINT	94.52	Community Services

Check No.	Check Date	Vendor Name	Check Description	Amount	Department
108669	6/16/2020	US BANK	VISA- COSTCO	82.09	Community Services
108858	7/14/2020	US BANK	VISA- AMAZON.COM	64.35	Community Services
108858	7/14/2020	US BANK	VISA- DIY/BEST BUY	64.34	Community Services
108858	7/14/2020	US BANK	VISA- STAPLES/AMERICAN PAPER	52.53	Community Services
108947	7/27/2020	KRANTZ/A STEVEN//	RECREATION INSTRUCTOR	51.00	Community Services
108669	6/16/2020	US BANK	VISA- CONSTANT CONTACT	45.00	Community Services
108858	7/14/2020	US BANK	VISA- CONSTANT CONTACT	45.00	Community Services
108669	6/16/2020	US BANK	VISA- JUST HOST	32.87	Community Services
108829	7/13/2020	DEPARTMENT OF JUSTICE	STAFF FINGERPRINTING APPS	32.00	Community Services
108858	7/14/2020	US BANK	VISA- AMAZON.COM	30.65	Community Services
108669	6/16/2020	US BANK	VISA- WALMART	25.83	Community Services
108858	7/14/2020	US BANK	VISA- FENCE FACTORY/DIY	22.09	Community Services
108858	7/14/2020	US BANK	VISA- AGOURA LOCK/WHOLESALE	20.44	Community Services
108858	7/14/2020	US BANK	VISA- EXXON MOBIL	13.30	Community Services
108858	7/14/2020	US BANK	VISA- ALBERTSONS	12.57	Community Services
108669	6/16/2020	US BANK	VISA- HARBOR FREIGHTS	11.65	Community Services
108858	7/14/2020	US BANK	VISA- LOWES	6.20	Community Services
108669	6/16/2020	US BANK	VISA- DS SERVICES	5.98	Community Services
108858	7/14/2020	US BANK	VISA- WATER-COFFEE DELIVERY	5.98	Community Services
108858	7/14/2020	US BANK	VISA- HOLLYWOOD BOWL	-741.00	Community Services
		Total Amount for 99 Line Item(s) from Community Services		**$176,218.44**	

Finance

108765	7/1/2020	MUNISERVICES, LLC	SALES TAX COLLECTION FEE	12,664.36	Finance
108670	6/22/2020	ADP, INC	PAYROLL PROCESSING	5,672.25	Finance
108929	7/25/2020	TYLER TECHNOLOGIES INC	ANNUAL MAINTENANCE FY 20/21	4,649.39	Finance
108886	7/20/2020	ADP, INC	PAYROLL PROCESSING	4,433.54	Finance
108765	7/1/2020	MUNISERVICES, LLC	UUT COMPLIANCE SERVICES	4,219.49	Finance
108945	7/27/2020	HDL COMPANIES	SALES TAX SERVICES	1,350.00	Finance
108858	7/14/2020	US BANK	VISA- POSTNET/STAPLES	396.28	Finance
108719	6/22/2020	ZIMMERMAN/YADIRA//	REIMB MILEAGE - MAR-JUN 2020	285.20	Finance
108912	7/25/2020	BRINK'S INCORPORATED	BANK SERVICE	185.75	Finance
108939	7/27/2020	BRINK'S INCORPORATED	BANK SERVICE	185.32	Finance
109031	8/3/2020	STATE CONTROLLER	CONFIRMATION FEE	150.00	Finance
108991	8/1/2020	LASERZONE INC	COPIER/PRINTER SUPPLIES	142.34	Finance
108858	7/14/2020	US BANK	VISA- AMAZON,COM	91.33	Finance
108939	7/27/2020	BRINK'S INCORPORATED	BANK SERVICE	50.92	Finance

Check No.	Check Date	Vendor Name	Check Description	Amount	Department
108669	6/16/2020	US BANK	VISA- EBAGS	43.79	Finance
108939	7/27/2020	BRINK'S INCORPORATED	BANK SERVICE	25.47	Finance
		Total Amount for 16 Line Item(s) from Finance		**$34,545.43**	

Library

108812	7/11/2020	INNOVATIVE INTERFACES, INC	SOFTWARE MAINTENANCE	10,121.14	Library
108867	7/18/2020	GALE CENGAGE LEARNING INC	ONLINE BOOK DATABASE	8,193.90	Library
108726	6/29/2020	BIBLIOTHECA, LLC	E-BOOKS	4,503.49	Library
108771	7/2/2020	BIBLIOTHECA, LLC	ANNUAL SUBSCRIPTION	3,099.14	Library
108927	7/25/2020	SOUTHERN CALIFORNIA LIBRARY	MEMBERSHIP DUES- FY 20/21	2,449.00	Library
108840	7/13/2020	RECORDED BOOKS, LLC	E- AUDIO BOOKS	1,803.06	Library
108867	7/18/2020	GALE CENGAGE LEARNING INC	ONLINE BOOK DATABASE	1,498.61	Library
108725	6/29/2020	BAKER & TAYLOR, LLC	BOOKS-LIBRARY	1,395.94	Library
108937	7/27/2020	BAKER & TAYLOR, LLC	BOOKS-LIBRARY	1,302.79	Library
108902	7/20/2020	RECORDED BOOKS, LLC	E- AUDIO BOOKS	1,105.34	Library
108692	6/22/2020	INGRAM LIBRARY SERVICES	BOOKS-LIBRARY	1,000.93	Library
108792	7/6/2020	J THAYER COMPANY, INC.	OFFICE SUPPLIES	873.86	Library
108812	7/11/2020	INNOVATIVE INTERFACES, INC	SOFTWARE MAINTENANCE	846.95	Library
108986	8/1/2020	INGRAM LIBRARY SERVICES	BOOKS-LIBRARY	809.70	Library
108816	7/11/2020	OCLC, INC.	MEMBERSHIP DUES- JUL 2020	760.48	Library
109009	8/1/2020	SWANK-MOTION PICTURES, INC.	COPYRIGHT LICENSE FY 20/21	640.00	Library
108791	7/6/2020	INGRAM LIBRARY SERVICES	BOOKS-LIBRARY	638.63	Library
108880	7/18/2020	SHI INTERNATIONAL CORP	COMPUTER SOFTWARE	537.40	Library
108888	7/20/2020	BIBLIOTHECA, LLC	E-BOOKS	526.45	Library
108902	7/20/2020	RECORDED BOOKS, LLC	BOOKS ON CD	404.88	Library
108986	8/1/2020	INGRAM LIBRARY SERVICES	BOOKS-LIBRARY	364.94	Library
108957	7/27/2020	RECORDED BOOKS, LLC	BOOKS ON CD	313.30	Library
108976	8/1/2020	CANON FINANCIAL SERVICES INC	CANON COPIER LEASES	254.12	Library
108830	7/13/2020	J THAYER COMPANY, INC.	OFFICE SUPPLIES	244.13	Library
108946	7/27/2020	INGRAM LIBRARY SERVICES	BOOKS-LIBRARY	221.18	Library
108870	7/18/2020	J THAYER COMPANY, INC.	OFFICE SUPPLIES	217.88	Library
108792	7/6/2020	J THAYER COMPANY, INC.	OFFICE SUPPLIES	217.73	Library
108810	7/11/2020	GRIFFITHS/MARK//	SUMMER READING PROGRAM	200.00	Library
108840	7/13/2020	RECORDED BOOKS, LLC	BOOKS ON CD	197.76	Library
108723	6/29/2020	AT&T	TELEPHONE SERVICE	194.00	Library
108935	7/27/2020	AT&T	TELEPHONE SERVICE	193.96	Library
108706	6/22/2020	RECORDED BOOKS, LLC	BOOKS ON CD	191.48	Library

Check No.	Check Date	Vendor Name	Check Description	Amount	Department
108952	7/27/2020	MIDWEST TAPE, LLC	DVD'S-LIBRARY	168.92	Library
108736	6/29/2020	DEMCO, INC.	LIBRARY SUPPLIES	155.88	Library
108840	7/13/2020	RECORDED BOOKS, LLC	E- AUDIO BOOKS	150.85	Library
108860	7/18/2020	BARNES/CHRISTOPHER//	SUMMER READING PROGRAM	150.00	Library
108669	6/16/2020	US BANK	VISA- ZOOM	149.90	Library
108781	7/6/2020	CANON FINANCIAL SERVICES INC	CANON COPIER LEASES	149.88	Library
108781	7/6/2020	CANON FINANCIAL SERVICES INC	CANON COPIER LEASES	149.88	Library
108957	7/27/2020	RECORDED BOOKS, LLC	E- AUDIO BOOKS	149.50	Library
108902	7/20/2020	RECORDED BOOKS, LLC	BOOKS ON CD	140.01	Library
108706	6/22/2020	RECORDED BOOKS, LLC	BOOKS ON CD	133.73	Library
108725	6/29/2020	BAKER & TAYLOR, LLC	BOOKS-LIBRARY	118.49	Library
108957	7/27/2020	RECORDED BOOKS, LLC	BOOKS ON CD	106.31	Library
108791	7/6/2020	INGRAM LIBRARY SERVICES	BOOKS-LIBRARY	101.74	Library
108952	7/27/2020	MIDWEST TAPE, LLC	DVD'S-LIBRARY	101.67	Library
108791	7/6/2020	INGRAM LIBRARY SERVICES	BOOKS-LIBRARY	89.23	Library
108725	6/29/2020	BAKER & TAYLOR, LLC	BOOKS-LIBRARY	82.29	Library
108809	7/11/2020	CANON SOLUTIONS AMERICA, INC	COPIER SVC PROGRAM- WHG01091	79.19	Library
108809	7/11/2020	CANON SOLUTIONS AMERICA, INC	COPIER SVC PROGRAM- WHG01368	79.19	Library
108791	7/6/2020	INGRAM LIBRARY SERVICES	BOOKS-LIBRARY	76.75	Library
108858	7/14/2020	US BANK	VISA- ELM USA	74.95	Library
108858	7/14/2020	US BANK	VISA- AMAZON.COM	53.86	Library
108791	7/6/2020	INGRAM LIBRARY SERVICES	BOOKS-LIBRARY	51.19	Library
108824	7/13/2020	BAKER & TAYLOR, LLC	BOOKS-LIBRARY	49.30	Library
108706	6/22/2020	RECORDED BOOKS, LLC	BOOKS ON CD	48.55	Library
108706	6/22/2020	RECORDED BOOKS, LLC	BOOKS ON CD	48.55	Library
108902	7/20/2020	RECORDED BOOKS, LLC	BOOKS ON CD	48.55	Library
109035	8/3/2020	WENGER/DEANNE//	YOGA INSTRUCTOR- LIBRARY	45.00	Library
108706	6/22/2020	RECORDED BOOKS, LLC	BOOKS ON CD	42.42	Library
108706	6/22/2020	RECORDED BOOKS, LLC	BOOKS ON CD	38.04	Library
108791	7/6/2020	INGRAM LIBRARY SERVICES	BOOKS-LIBRARY	36.74	Library
108725	6/29/2020	BAKER & TAYLOR, LLC	BOOKS-LIBRARY	35.46	Library
108725	6/29/2020	BAKER & TAYLOR, LLC	BOOKS-LIBRARY	34.75	Library
108840	7/13/2020	RECORDED BOOKS, LLC	E- AUDIO BOOKS	33.93	Library
108824	7/13/2020	BAKER & TAYLOR, LLC	BOOKS-LIBRARY	30.04	Library
108791	7/6/2020	INGRAM LIBRARY SERVICES	BOOKS-LIBRARY	29.55	Library
108782	7/6/2020	CANON SOLUTIONS AMERICA, INC	COPIER SVC PROGRAM- WHG01091	28.35	Library
108858	7/14/2020	US BANK	VISA- MIRA MAKERSPACES	28.16	Library
108957	7/27/2020	RECORDED BOOKS, LLC	E- AUDIO BOOKS	26.62	Library

Check No.	Check Date	Vendor Name	Check Description	Amount	Department
108782	7/6/2020	CANON SOLUTIONS AMERICA, INC	COPIER SVC PROGRAM- WHG61368	21.75	Library
108986	8/1/2020	INGRAM LIBRARY SERVICES	BOOKS-LIBRARY	20.52	Library
108791	7/6/2020	INGRAM LIBRARY SERVICES	BOOKS-LIBRARY	19.69	Library
108986	8/1/2020	INGRAM LIBRARY SERVICES	BOOKS-LIBRARY	17.67	Library
108824	7/13/2020	BAKER & TAYLOR, LLC	BOOKS-LIBRARY	15.67	Library
108858	7/14/2020	US BANK	VISA- RALPHS	14.66	Library
108870	7/18/2020	J THAYER COMPANY, INC.	OFFICE SUPPLIES	12.53	Library
108946	7/27/2020	INGRAM LIBRARY SERVICES	BOOKS-LIBRARY	12.44	Library
108858	7/14/2020	US BANK	VISA- SMART & FINAL	4.84	Library
108669	6/16/2020	US BANK	VISA- USPS	2.71	Library
108858	7/14/2020	US BANK	VISA- ALA	-363.00	Library
		Total Amount for 81 Line Item(s) from Library		**$48,219.07**	
LMD #22					
109013	8/3/2020	ABSOLUTE	BRUSH CLEARANCE SERVICES	133,340.00	LMD #22
108821	7/13/2020	ABSOLUTE	BRUSH CLEARANCE SERVICES	72,651.38	LMD #22
109036	8/3/2020	WESTRIDGE CALABASAS HOA	LANDSCAPE MAINTENANCE	55,719.00	LMD #22
109032	8/3/2020	THE OAKS OF CALABASAS HOA	LANDSCAPE MAINTENANCE	40,485.00	LMD #22
108821	7/13/2020	ABSOLUTE	BRUSH CLEARANCE SERVICES	38,447.50	LMD #22
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	18,972.34	LMD #22
108728	6/29/2020	CALABASAS PARK HOMEOWNERS ASSO	LANDSCAPE SERVICES	18,495.00	LMD #22
109022	8/3/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	17,900.12	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	13,130.18	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	13,130.18	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	12,457.25	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	12,457.25	LMD #22
108780	7/6/2020	CALABASAS PARK HOMEOWNERS ASSO	LANDSCAPE SERVICES	10,996.00	LMD #22
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	10,588.49	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	9,265.62	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	9,265.62	LMD #22
109033	8/3/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	9,265.62	LMD #22
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	9,036.54	LMD #22
108821	7/13/2020	ABSOLUTE	BRUSH CLEARANCE SERVICES	8,197.50	LMD #22
109022	8/3/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	8,153.54	LMD #22
108745	6/29/2020	NEWBURY PARK TREE SERVICE INC	TREE TRIMMING/REMOVAL SVCS	7,975.00	LMD #22
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	7,778.71	LMD #22
108805	7/6/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	7,542.00	LMD #22

Check No.	Check Date	Vendor Name	Check Description	Amount	Department
109022	8/3/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	7,451.90	LMD #22
109036	8/3/2020	WESTRIDGE CALABASAS HOA	LANDSCAPE MAINTENANCE	6,480.00	LMD #22
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	6,377.25	LMD #22
109022	8/3/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	6,248.67	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	6,180.98	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	6,180.98	LMD #22
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	5,802.59	LMD #22
108724	6/29/2020	AZTECA LANDSCAPE	LANDSCAPE MAINTENANCE	5,727.85	LMD #22
109022	8/3/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	5,238.32	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	5,082.39	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	5,082.39	LMD #22
108746	6/29/2020	PACIFIC COAST FALCONRY INC.	BIRD CONTROL SERVICES	5,000.00	LMD #22
108798	7/6/2020	PACIFIC COAST FALCONRY INC.	BIRD CONTROL SERVICES	5,000.00	LMD #22
109000	8/1/2020	NEWBURY PARK TREE SERVICE INC	TREE TRIMMING/REMOVAL SVCS	4,525.00	LMD #22
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	4,475.79	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	4,152.45	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	4,152.45	LMD #22
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	4,140.34	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	3,989.91	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	3,989.91	LMD #22
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	3,698.23	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	3,218.00	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	3,084.03	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	3,084.03	LMD #22
108745	6/29/2020	NEWBURY PARK TREE SERVICE INC	TREE TRIMMING/REMOVAL SVCS	2,935.00	LMD #22
108742	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	2,769.32	LMD #22
109022	8/3/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	2,709.74	LMD #22
109022	8/3/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	2,522.88	LMD #22
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	2,423.00	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	2,365.10	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	2,365.10	LMD #22
108742	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	2,096.36	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	1,809.02	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	1,788.00	LMD #22
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	1,720.45	LMD #22
108745	6/29/2020	NEWBURY PARK TREE SERVICE INC	TREE TRIMMING/REMOVAL SVCS	1,685.00	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	1,607.00	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	1,546.00	LMD #22

Check No.	Check Date	Vendor Name	Check Description	Amount	Department
108805	7/6/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	1,311.95	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	1,292.52	LMD #22
108758	7/1/2020	CALABASAS PARK HOMEOWNERS ASSO	LAKE MONITORING	1,270.00	LMD #22
109022	8/3/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	1,225.23	LMD #22
108805	7/6/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	1,218.88	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	1,207.01	LMD #22
109014	8/3/2020	AZTECA LANDSCAPE	LANDSCAPE MAINTENANCE	1,100.00	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	1,077.68	LMD #22
109033	8/3/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	1,046.00	LMD #22
109022	8/3/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	1,017.13	LMD #22
109000	8/1/2020	NEWBURY PARK TREE SERVICE INC	TREE TRIMMING/REMOVAL SVCS	995.00	LMD #22
108954	7/27/2020	NEWBURY PARK TREE SERVICE INC	TREE TRIMMING/REMOVAL SVCS	990.00	LMD #22
108742	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	983.06	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	954.00	LMD #22
108742	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	934.12	LMD #22
108742	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	909.05	LMD #22
109033	8/3/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	862.00	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	751.41	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	739.24	LMD #22
109030	8/3/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	669.95	LMD #22
108805	7/6/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	565.67	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	565.00	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	550.00	LMD #22
108805	7/6/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	541.14	LMD #22
108742	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	499.45	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	494.00	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	480.52	LMD #22
108805	7/6/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	471.74	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	415.00	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	413.38	LMD #22
109030	8/3/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	384.62	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	379.90	LMD #22
108742	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	376.47	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	371.48	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	369.00	LMD #22
109033	8/3/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	344.50	LMD #22
109030	8/3/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	312.72	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	304.00	LMD #22

Check No.	Check Date	Vendor Name	Check Description	Amount	Department
109022	8/3/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	303.03	LMD #22
109022	8/3/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	292.65	LMD #22
108903	7/20/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	292.02	LMD #22
108803	7/6/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	260.64	LMD #22
108803	7/6/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	254.55	LMD #22
109022	8/3/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	238.48	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	221.00	LMD #22
108805	7/6/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	205.90	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	147.38	LMD #22
108742	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	143.26	LMD #22
108805	7/6/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	136.49	LMD #22
109030	8/3/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	126.26	LMD #22
108803	7/6/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	113.96	LMD #22
108903	7/20/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	100.51	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	96.59	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	96.59	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	96.59	LMD #22
108803	7/6/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	95.83	LMD #22
108742	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	81.34	LMD #22
108742	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	80.53	LMD #22
108805	7/6/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	60.05	LMD #22
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	46.00	LMD #22
109030	8/3/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	44.23	LMD #22
108903	7/20/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	41.49	LMD #22
109030	8/3/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	39.35	LMD #22
108903	7/20/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	35.47	LMD #22
109030	8/3/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	26.69	LMD #22
108803	7/6/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	24.09	LMD #22
108742	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	14.10	LMD #22
108803	7/6/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	12.98	LMD #22
		Total Amount for 129 Line Item(s) from LMD #22		**$726,076.14**	

LMD #24

108724	6/29/2020	AZTECA LANDSCAPE	LANDSCAPE MAINTENANCE	3,750.00	LMD #24
108724	6/29/2020	AZTECA LANDSCAPE	LANDSCAPE MAINTENANCE	2,563.91	LMD #24
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	1,724.68	LMD #24
108745	6/29/2020	NEWBURY PARK TREE SERVICE INC	TREE TRIMMING/REMOVAL SVCS	1,346.00	LMD #24

Check No.	Check Date	Vendor Name	Check Description	Amount	Department
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	1,273.38	LMD #24
108724	6/29/2020	AZTECA LANDSCAPE	LANDSCAPE MAINTENANCE	1,145.38	LMD #24
108954	7/27/2020	NEWBURY PARK TREE SERVICE INC	TREE TRIMMING/REMOVAL SVCS	1,095.00	LMD #24
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	1,024.64	LMD #24
108724	6/29/2020	AZTECA LANDSCAPE	LANDSCAPE MAINTENANCE	1,022.64	LMD #24
108724	6/29/2020	AZTECA LANDSCAPE	LANDSCAPE MAINTENANCE	970.05	LMD #24
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	852.20	LMD #24
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	848.72	LMD #24
108724	6/29/2020	AZTECA LANDSCAPE	LANDSCAPE MAINTENANCE	818.25	LMD #24
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	606.76	LMD #24
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	581.97	LMD #24
108724	6/29/2020	AZTECA LANDSCAPE	LANDSCAPE MAINTENANCE	350.00	LMD #24
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	334.29	LMD #24
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	330.14	LMD #24
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	268.19	LMD #24
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	257.91	LMD #24
109030	8/3/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	225.83	LMD #24
108724	6/29/2020	AZTECA LANDSCAPE	LANDSCAPE MAINTENANCE	219.14	LMD #24
108724	6/29/2020	AZTECA LANDSCAPE	LANDSCAPE MAINTENANCE	219.14	LMD #24
108724	6/29/2020	AZTECA LANDSCAPE	LANDSCAPE MAINTENANCE	200.00	LMD #24
108803	7/6/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	166.07	LMD #24
108724	6/29/2020	AZTECA LANDSCAPE	LANDSCAPE MAINTENANCE	146.09	LMD #24
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	140.20	LMD #24
108936	7/27/2020	AZTECA LANDSCAPE	LANDSCAPE MAINTENANCE	133.00	LMD #24
108936	7/27/2020	AZTECA LANDSCAPE	LANDSCAPE MAINTENANCE	117.00	LMD #24
		Total Amount for 29 Line Item(s) from LMD #24		**$22,730.58**	

LMD #27

108821	7/13/2020	ABSOLUTE	BRUSH CLEARANCE SERVICES	22,500.00	LMD #27
108724	6/29/2020	AZTECA LANDSCAPE	LANDSCAPE MAINTENANCE	1,457.63	LMD #27
109014	8/3/2020	AZTECA LANDSCAPE	LANDSCAPE MAINTENANCE	1,457.63	LMD #27
108803	7/6/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	13.50	LMD #27
109030	8/3/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	13.19	LMD #27
		Total Amount for 5 Line Item(s) from LMD #27		**$25,441.95**	

LMD #32

Check No.	Check Date	Vendor Name	Check Description	Amount	Department
108724	6/29/2020	AZTECA LANDSCAPE	LANDSCAPE MAINTENANCE	3,377.44	LMD #32
109014	8/3/2020	AZTECA LANDSCAPE	LANDSCAPE MAINTENANCE	3,377.14	LMD #32
108724	6/29/2020	AZTECA LANDSCAPE	LANDSCAPE MAINTENANCE	200.00	LMD #32
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	164.95	LMD #32
108803	7/6/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	24.88	LMD #32
109030	8/3/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	13.89	LMD #32
		Total Amount for 6 Line Item(s) from LMD #32		**$7,158.30**	

LMD 22 - Common Benefit Area

108728	6/29/2020	CALABASAS PARK HOMEOWNERS ASSO	ANNUAL SECURITY COSTS REIMB	60,000.00	LMD 22 - Common Benefit Area
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	19,196.80	LMD 22 - Common Benefit Area
108821	7/13/2020	ABSOLUTE	BRUSH CLEARANCE SERVICES	16,875.00	LMD 22 - Common Benefit Area
109033	8/3/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	12,973.00	LMD 22 - Common Benefit Area
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	10,046.05	LMD 22 - Common Benefit Area
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	10,046.05	LMD 22 - Common Benefit Area
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	6,654.05	LMD 22 - Common Benefit Area
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	5,958.33	LMD 22 - Common Benefit Area
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	5,958.33	LMD 22 - Common Benefit Area
108745	6/29/2020	NEWBURY PARK TREE SERVICE INC	TREE TRIMMING/REMOVAL SVCS	5,865.00	LMD 22 - Common Benefit Area
108721	6/29/2020	ARCH CHEMICALS, INC.	LAKE MAINTENANCE	4,819.70	LMD 22 - Common Benefit Area
108954	7/27/2020	NEWBURY PARK TREE SERVICE INC	TREE TRIMMING/REMOVAL SVCS	3,630.00	LMD 22 - Common Benefit Area
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	3,220.01	LMD 22 - Common Benefit Area
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	3,220.01	LMD 22 - Common Benefit Area
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	3,121.11	LMD 22 - Common Benefit Area
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	2,738.46	LMD 22 - Common Benefit Area
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	2,738.46	LMD 22 - Common Benefit Area
108803	7/6/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	2,163.94	LMD 22 - Common Benefit Area
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	2,146.00	LMD 22 - Common Benefit Area
109030	8/3/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	2,008.97	LMD 22 - Common Benefit Area
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	1,955.28	LMD 22 - Common Benefit Area
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	1,955.28	LMD 22 - Common Benefit Area
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	1,918.96	LMD 22 - Common Benefit Area
108745	6/29/2020	NEWBURY PARK TREE SERVICE INC	TREE TRIMMING/REMOVAL SVCS	1,850.00	LMD 22 - Common Benefit Area
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	1,839.49	LMD 22 - Common Benefit Area
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	1,546.14	LMD 22 - Common Benefit Area
108805	7/6/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	1,392.17	LMD 22 - Common Benefit Area
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	1,292.52	LMD 22 - Common Benefit Area

Check No.	Check Date	Vendor Name	Check Description	Amount	Department
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	1,015.13	LMD 22 - Common Benefit Area
108745	6/29/2020	NEWBURY PARK TREE SERVICE INC	TREE TRIMMING/REMOVAL SVCS	990.00	LMD 22 - Common Benefit Area
108805	7/6/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	757.81	LMD 22 - Common Benefit Area
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	727.02	LMD 22 - Common Benefit Area
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	727.02	LMD 22 - Common Benefit Area
108745	6/29/2020	NEWBURY PARK TREE SERVICE INC	TREE TRIMMING/REMOVAL SVCS	720.00	LMD 22 - Common Benefit Area
108803	7/6/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	514.99	LMD 22 - Common Benefit Area
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	475.71	LMD 22 - Common Benefit Area
109030	8/3/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	474.98	LMD 22 - Common Benefit Area
109022	8/3/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	460.71	LMD 22 - Common Benefit Area
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	430.00	LMD 22 - Common Benefit Area
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	408.00	LMD 22 - Common Benefit Area
108669	6/16/2020	US BANK	VISA- RAINMASTER	347.23	LMD 22 - Common Benefit Area
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	235.31	LMD 22 - Common Benefit Area
108742	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	195.48	LMD 22 - Common Benefit Area
108903	7/20/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	180.89	LMD 22 - Common Benefit Area
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- LMD	109.05	LMD 22 - Common Benefit Area
108669	6/16/2020	US BANK	VISA- RAINMASTER	19.14	LMD 22 - Common Benefit Area
109030	8/3/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	12.40	LMD 22 - Common Benefit Area
108803	7/6/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	11.17	LMD 22 - Common Benefit Area
		Total Amount for 48 Line Item(s) from LMD 22 - Common Benefit Area		**$205,941.15**	

Media Operations

108897	7/20/2020	LYNBROOK	COMPUTER SOFTWARE	32,557.00	Media Operations
108907	7/20/2020	TREDENT DATA SYSTEMS, INC.	COMPUTER HARDWARE	15,599.75	Media Operations
108858	7/14/2020	US BANK	VISA- APPLE.COM	14,275.52	Media Operations
108688	6/22/2020	GRANICUS INC.	WEB ARCHIVING SERVICE	6,900.00	Media Operations
108910	7/20/2020	VERIZON WIRELESS	TELEPHONE SERVICE	3,933.54	Media Operations
108714	6/22/2020	VERIZON WIRELESS	TELEPHONE SERVICE	3,271.90	Media Operations
108858	7/14/2020	US BANK	VISA- OTHER WORLD MAC	3,097.61	Media Operations
108894	7/20/2020	INSIGHT PUBLIC SECTOR, INC.	COMPUTER SOFTWARE	2,319.39	Media Operations
108709	6/22/2020	TIME WARNER CABLE	CABLE MODEM- CITY HALL	1,615.00	Media Operations
108906	7/20/2020	TIME WARNER CABLE	CABLE MODEM- CITY HALL	1,615.00	Media Operations
108707	6/22/2020	TELECOM LAW FIRM, P.C.	TELECOMM CONSULT SVCS	1,470.00	Media Operations
108673	6/22/2020	AT&T	TELEPHONE SERVICE	1,098.56	Media Operations
108887	7/20/2020	AT&T	TELEPHONE SERVICE	1,068.25	Media Operations
108847	7/13/2020	YIN/TONG//	REIMBURSE- LAPTOPS	1,012.06	Media Operations

Check No.	Check Date	Vendor Name	Check Description	Amount	Department
108669	6/16/2020	US BANK	VISA- ZOOM	619.96	Media Operations
108837	7/13/2020	NATIONAL CAPTIONING INSTITUTE	CLOSED CAPTIONING SVCS	588.00	Media Operations
108686	6/22/2020	FUSION CLOUD COMPANY	DSL SERVICE	579.20	Media Operations
108866	7/18/2020	FUSION CLOUD COMPANY	DSL SERVICE	579.20	Media Operations
108709	6/22/2020	TIME WARNER CABLE	CABLE MODEM- CITY HALL	498.09	Media Operations
108906	7/20/2020	TIME WARNER CABLE	CABLE MODEM- CITY HALL	498.09	Media Operations
108905	7/20/2020	TELECOM LAW FIRM, P.C.	TELECOMM CONSULT SVCS	498.00	Media Operations
108858	7/14/2020	US BANK	VISA- INSIGHT PUBLIC SECTOR	460.27	Media Operations
108669	6/16/2020	US BANK	VISA- INSIGHT PUBLIC SECTOR	457.97	Media Operations
108845	7/13/2020	TELECOM LAW FIRM, P.C.	TELECOMM CONSULT SVCS	420.00	Media Operations
108858	7/14/2020	US BANK	VISA- ZOOM.US	388.99	Media Operations
108709	6/22/2020	TIME WARNER CABLE	CABLE MODEM- CITY HALL	289.98	Media Operations
108906	7/20/2020	TIME WARNER CABLE	CABLE MODEM- CITY HALL	289.98	Media Operations
108858	7/14/2020	US BANK	VISA- HOSTGATOR	261.34	Media Operations
108703	6/22/2020	NATIONAL CAPTIONING INSTITUTE	CLOSED CAPTIONING SVCS	252.00	Media Operations
108673	6/22/2020	AT&T	TELEPHONE SERVICE	164.69	Media Operations
108887	7/20/2020	AT&T	TELEPHONE SERVICE	164.69	Media Operations
108669	6/16/2020	US BANK	VISA- ADOBE	158.98	Media Operations
108858	7/14/2020	US BANK	VISA- CREATIVE CLOUD	158.98	Media Operations
108669	6/16/2020	US BANK	VISA- AMAZON.COM	158.65	Media Operations
108687	6/22/2020	GRACENOTE MEDIA SERVICES	CTV GUIDE LISTING	105.86	Media Operations
108827	7/13/2020	CHARTER COMMUNICATIONS	CABLE MODEM- CITY HALL	96.88	Media Operations
108669	6/16/2020	US BANK	VISA- 800FLOWERS	93.05	Media Operations
108823	7/13/2020	AT&T MOBILITY	TELEPHONE SERVICE	48.24	Media Operations
108858	7/14/2020	US BANK	VISA- LA DAILY NEWS	20.00	Media Operations
108858	7/14/2020	US BANK	VISA- PIXEL FILM	12.95	Media Operations
108669	6/16/2020	US BANK	VISA- DAILY NEWS	10.00	Media Operations
108858	7/14/2020	US BANK	VISA- MICROSOFT	-594.67	Media Operations
		Total Amount for 42 Line Item(s) from Media Operations		**$97,112.95**	
Non-Departmental - Finance					
108859	7/14/2020	CALIFORNIA JPIA	ALL RISK PROPERTY INSURANCE	718,039.00	Non-Departmental - Finance
108859	7/14/2020	CALIFORNIA JPIA	ALL RISK PROPERTY INSURANCE	280,610.00	Non-Departmental - Finance
108859	7/14/2020	CALIFORNIA JPIA	ALL RISK PROPERTY INSURANCE	102,247.00	Non-Departmental - Finance
108975	8/1/2020	CALIFORNIA JPIA	ALL RISK PROPERTY INSURANCE	96,615.00	Non-Departmental - Finance
108972	8/1/2020	CALABASAS CHAMBER OF COMMERCE	FY 20/21 CHAMBER SERVICES	40,000.00	Non-Departmental - Finance
108826	7/13/2020	ROTARY CLUB OF CALABASAS	NEIGHBORS IN NEED PROGRAM	25,000.00	Non-Departmental - Finance

Check No.	Check Date	Vendor Name	Check Description	Amount	Department
108953	7/27/2020	MOUNTAINS RESTORATION TRUST	HEADWATER CORNER O & M	20,000.00	Non-Departmental - Finance
108850	7/13/2020	CHOW HOUSE LP	SMALL BUSINESS GRANT PROGRAM	10,000.00	Non-Departmental - Finance
108854	7/13/2020	REZAIE CORP	SMALL BUSINESS GRANT PROGRAM	10,000.00	Non-Departmental - Finance
108855	7/13/2020	RSR RESTAURANT GROUP LLC	SMALL BUSINESS GRANT PROGRAM	10,000.00	Non-Departmental - Finance
108856	7/13/2020	SALON NUUVO INC	SMALL BUSINESS GRANT PROGRAM	10,000.00	Non-Departmental - Finance
108857	7/13/2020	SANTA FE CALABASAS INC	SMALL BUSINESS GRANT PROGRAM	10,000.00	Non-Departmental - Finance
108853	7/13/2020	MIAN HORIZON FINANCIAL CORP	SMALL BUSINESS GRANT PROGRAM	10,000.00	Non-Departmental - Finance
108849	7/13/2020	CALABASAS DINING GROUP LLC	SMALL BUSINESS GRANT PROGRAM	10,000.00	Non-Departmental - Finance
108851	7/13/2020	FRENCH.US	SMALL BUSINESS GRANT PROGRAM	10,000.00	Non-Departmental - Finance
108848	7/13/2020	AHA GROUP	SMALL BUSINESS GRANT PROGRAM	10,000.00	Non-Departmental - Finance
108852	7/13/2020	LOVI'S DELICATESSEN, INC	SMALL BUSINESS GRANT PROGRAM	10,000.00	Non-Departmental - Finance
108997	8/1/2020	NAIL SPA/THE//	SMALL BUSINESS GRANT PROGRAM	10,000.00	Non-Departmental - Finance
108971	8/1/2020	CALABASAS AUTO SPA	SMALL BUSINESS GRANT PROGRAM	10,000.00	Non-Departmental - Finance
109004	8/1/2020	PILATES FITNESS INC	SMALL BUSINESS GRANT PROGRAM	10,000.00	Non-Departmental - Finance
109001	8/1/2020	OLD TOWN HAIR COMPANY	SMALL BUSINESS GRANT PROGRAM	10,000.00	Non-Departmental - Finance
108974	8/1/2020	CALAKIDS	SMALL BUSINESS GRANT PROGRAM	10,000.00	Non-Departmental - Finance
108998	8/1/2020	NAIL'D INC.	SMALL BUSINESS GRANT PROGRAM	10,000.00	Non-Departmental - Finance
109008	8/1/2020	SHARKY'S WOODFIRED MEXICAN	SMALL BUSINESS GRANT PROGRAM	10,000.00	Non-Departmental - Finance
108996	8/1/2020	MICHAELS PIZZA	SMALL BUSINESS GRANT PROGRAM	10,000.00	Non-Departmental - Finance
108985	8/1/2020	ILLUMINATE EDUCATIONAL THERAPY	SMALL BUSINESS GRANT PROGRAM	10,000.00	Non-Departmental - Finance
108994	8/1/2020	MARMALADE CAFE	SMALL BUSINESS GRANT PROGRAM	10,000.00	Non-Departmental - Finance
109007	8/1/2020	SEPIDAN CO.	SMALL BUSINESS GRANT PROGRAM	10,000.00	Non-Departmental - Finance
108993	8/1/2020	LITTLE LEARNERS LLC	SMALL BUSINESS GRANT PROGRAM	10,000.00	Non-Departmental - Finance
108990	8/1/2020	LA PAZ MEXICAN RESTAURANT	SMALL BUSINESS GRANT PROGRAM	10,000.00	Non-Departmental - Finance
109010	8/1/2020	TK NAILS INC	SMALL BUSINESS GRANT PROGRAM	10,000.00	Non-Departmental - Finance
108978	8/1/2020	CQ NAILS INC	SMALL BUSINESS GRANT PROGRAM	10,000.00	Non-Departmental - Finance
108967	8/1/2020	BCBC NAIL SPA	SMALL BUSINESS GRANT PROGRAM	10,000.00	Non-Departmental - Finance
108968	8/1/2020	BCBC NAIL SPA	SMALL BUSINESS GRANT PROGRAM	10,000.00	Non-Departmental - Finance
108984	8/1/2020	HEAR CLEAR HEARING AIDS INC	SMALL BUSINESS GRANT PROGRAM	9,500.00	Non-Departmental - Finance
108983	8/1/2020	GREEN BASIL RESTAURANT	SMALL BUSINESS GRANT PROGRAM	9,220.00	Non-Departmental - Finance
108970	8/1/2020	BLUSH BOUTIQUE	SMALL BUSINESS GRANT PROGRAM	9,100.00	Non-Departmental - Finance
108987	8/1/2020	INTEGRATION STUDIOS INC	SMALL BUSINESS GRANT PROGRAM	9,000.00	Non-Departmental - Finance
108975	8/1/2020	CALIFORNIA JPIA	ALL RISK PROPERTY INSURANCE	8,983.00	Non-Departmental - Finance
108981	8/1/2020	FIG & SPRIG	SMALL BUSINESS GRANT PROGRAM	8,950.00	Non-Departmental - Finance
108999	8/1/2020	NET RESULTS TENNIS LLC	SMALL BUSINESS GRANT PROGRAM	8,550.00	Non-Departmental - Finance
108969	8/1/2020	BLACKBIRD GENERAL STORE INC	SMALL BUSINESS GRANT PROGRAM	8,450.00	Non-Departmental - Finance
108992	8/1/2020	LITTLE BLUE BOUTIQUE	SMALL BUSINESS GRANT PROGRAM	8,400.00	Non-Departmental - Finance
108973	8/1/2020	CALABASAS MED SPA, PC	SMALL BUSINESS GRANT PROGRAM	8,250.00	Non-Departmental - Finance

Check No.	Check Date	Vendor Name	Check Description	Amount	Department
109011	8/1/2020	TOSCANOVA RESTAURANT	SMALL BUSINESS GRANT PROGRAM	7,550.00	Non-Departmental - Finance
108982	8/1/2020	FLORENTYNA'S	SMALL BUSINESS GRANT PROGRAM	6,900.00	Non-Departmental - Finance
108979	8/1/2020	ELEGANT LOOK, INC	SMALL BUSINESS GRANT PROGRAM	6,460.00	Non-Departmental - Finance
108772	7/2/2020	CALIFORNIA JPIA	POLLUTION INSURANCE FY 20/21	6,062.00	Non-Departmental - Finance
108995	8/1/2020	MEDITERRANEAN PITA GRILL	SMALL BUSINESS GRANT PROGRAM	6,000.00	Non-Departmental - Finance
108988	8/1/2020	K-T NAILS	SMALL BUSINESS GRANT PROGRAM	5,160.00	Non-Departmental - Finance
108989	8/1/2020	KUMON CENTER OF CALABASAS-WEST	SMALL BUSINESS GRANT PROGRAM	5,029.40	Non-Departmental - Finance
108980	8/1/2020	ESCENTIALS	SMALL BUSINESS GRANT PROGRAM	4,975.00	Non-Departmental - Finance
108975	8/1/2020	CALIFORNIA JPIA	ALL RISK PROPERTY INSURANCE	4,544.00	Non-Departmental - Finance
108879	7/18/2020	SECURAL SECURITY CORP	PARKING ENFORCEMENT	3,666.17	Non-Departmental - Finance
109002	8/1/2020	OPTX BY WAYNE FLETCHER	SMALL BUSINESS GRANT PROGRAM	3,600.00	Non-Departmental - Finance
108975	8/1/2020	CALIFORNIA JPIA	ALL RISK PROPERTY INSURANCE	3,526.00	Non-Departmental - Finance
108966	8/1/2020	ATMOSPHERE EVENTS & CATERING	SMALL BUSINESS GRANT PROGRAM	3,425.00	Non-Departmental - Finance
108930	7/25/2020	U.S. BANK TRUST NATIONAL	2015 COP ADMIN FEES	2,965.00	Non-Departmental - Finance
108671	6/22/2020	ADVANCED SIGN & BANNER	BANNERS - COVID-19	1,922.82	Non-Departmental - Finance
108770	7/2/2020	ALLIANT INSURANCE SERVICES INC	CRIME PROGRAM INSURANCE	1,535.00	Non-Departmental - Finance
109026	8/3/2020	QUADIENT LEASING USA, INC.	POSTAGE METER LEASE	1,500.00	Non-Departmental - Finance
108669	6/16/2020	US BANK	VISA- LIFE STORAGE	1,431.00	Non-Departmental - Finance
108858	7/14/2020	US BANK	VISA- LIFE STORAGE	1,431.00	Non-Departmental - Finance
108975	8/1/2020	CALIFORNIA JPIA	ALL RISK PROPERTY INSURANCE	791.00	Non-Departmental - Finance
108796	7/6/2020	MICHAEL BAKER INTERNATIONAL	PROFESSIONAL SERVICES	577.50	Non-Departmental - Finance
108781	7/6/2020	CANON FINANCIAL SERVICES INC	CANON COPIER LEASES	502.61	Non-Departmental - Finance
108976	8/1/2020	CANON FINANCIAL SERVICES INC	CANON COPIER LEASES	445.41	Non-Departmental - Finance
108702	6/22/2020	MK SOLUTIONS, INC.	SNEEZE GUARD	409.80	Non-Departmental - Finance
108800	7/6/2020	READYREFRESH BY NESTLE	WATER SERVICE	380.97	Non-Departmental - Finance
108858	7/14/2020	US BANK	VISA- COSTCO/AMAZON.COM	373.74	Non-Departmental - Finance
108858	7/14/2020	US BANK	VISA- STAPLES/AMERICAN PAPER	294.54	Non-Departmental - Finance
108672	6/22/2020	ADVANCED SIGN & BANNER	BANNERS - COVID-19	279.23	Non-Departmental - Finance
108669	6/16/2020	US BANK	VISA- CANVA	238.80	Non-Departmental - Finance
108858	7/14/2020	US BANK	VISA- AMERICAN PAPER & PLASTIC	209.60	Non-Departmental - Finance
108683	6/22/2020	FEDERAL EXPRESS CORP.	COURIER SERVICE	197.41	Non-Departmental - Finance
108800	7/6/2020	READYREFRESH BY NESTLE	WATER SERVICE	180.65	Non-Departmental - Finance
108800	7/6/2020	READYREFRESH BY NESTLE	WATER SERVICE	136.69	Non-Departmental - Finance
108669	6/16/2020	US BANK	VISA- COSTCO	110.65	Non-Departmental - Finance
108676	6/22/2020	CANON SOLUTIONS AMERICA, INC	COPIER SVC PROGRAM- XUP00663	81.70	Non-Departmental - Finance
108862	7/18/2020	CANON SOLUTIONS AMERICA, INC	COPIER SVC PROGRAM- XUP00663	81.70	Non-Departmental - Finance
108669	6/16/2020	US BANK	VISA- AMAZON.COM	71.13	Non-Departmental - Finance
108977	8/1/2020	CANON SOLUTIONS AMERICA, INC	COPIER SVC PROGRAM- WXF04673	65.99	Non-Departmental - Finance

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108669	6/16/2020	US BANK	VISA- STAPLES	57.95	Non-Departmental - Finance
108800	7/6/2020	READYREFRESH BY NESTLE	WATER SERVICE	52.81	Non-Departmental - Finance
109006	8/1/2020	READYREFRESH BY NESTLE	WATER SERVICE	52.81	Non-Departmental - Finance
108976	8/1/2020	CANON FINANCIAL SERVICES INC	CANON COPIER LEASES	19.78	Non-Departmental - Finance
108787	7/6/2020	FEDERAL EXPRESS CORP.	COURIER SERVICE	14.77	Non-Departmental - Finance
108787	7/6/2020	FEDERAL EXPRESS CORP.	COURIER SERVICE	11.28	Non-Departmental - Finance
108858	7/14/2020	US BANK	VISA- FRESH BROS./BAJA FRESH	10.06	Non-Departmental - Finance
108782	7/6/2020	CANON SOLUTIONS AMERICA, INC	COPIER SVC PROGRAM- NMC09173	8.79	Non-Departmental - Finance
108858	7/14/2020	US BANK	VISA- WALMART	8.38	Non-Departmental - Finance
108669	6/16/2020	US BANK	VISA- AMAZON.COM	-14.95	Non-Departmental - Finance
108859	7/14/2020	CALIFORNIA JPIA	ALL RISK PROPERTY INSURANCE	-1,469.00	Non-Departmental - Finance
		Total Amount for 93 Line Item(s) from Non-Departmental - Finance		**$1,722,778.19**	
Payroll					
108677	6/22/2020	CATE/CHARLES R.//	HEALTH INS REIMB (RETIREE)	702.78	Payroll
108681	6/22/2020	COROALLES/ANTHONY//	HEALTH INS REIMB (RETIREE)	702.78	Payroll
108689	6/22/2020	GROVEMAN/BARRY//	HEALTH INS REIMB (RETIREE)	702.78	Payroll
108691	6/22/2020	HILL/BOB//	HEALTH INS REIMB (RETIREE)	702.78	Payroll
108697	6/22/2020	LOPATA/MARVIN//	HEALTH INS REIMB (RETIREE)	702.78	Payroll
108704	6/22/2020	PARKER/ROBIN//	HEALTH INS REIMB (RETIREE)	702.78	Payroll
108715	6/22/2020	WASHBURN/DENNIS//	HEALTH INS REIMB (RETIREE)	702.78	Payroll
108717	6/22/2020	WOLFSON/JONATHON//	HEALTH INS REIMB (RETIREE)	702.78	Payroll
108913	7/25/2020	CATE/CHARLES R.//	HEALTH INS REIMB (RETIREE)	702.78	Payroll
108915	7/25/2020	COROALLES/ANTHONY//	HEALTH INS REIMB (RETIREE)	702.78	Payroll
108918	7/25/2020	GROVEMAN/BARRY//	HEALTH INS REIMB (RETIREE)	702.78	Payroll
108920	7/25/2020	HILL/BOB//	HEALTH INS REIMB (RETIREE)	702.78	Payroll
108922	7/25/2020	LOPATA/MARVIN//	HEALTH INS REIMB (RETIREE)	702.78	Payroll
108924	7/25/2020	PARKER/ROBIN//	HEALTH INS REIMB (RETIREE)	702.78	Payroll
108931	7/25/2020	WASHBURN/DENNIS//	HEALTH INS REIMB (RETIREE)	702.78	Payroll
108933	7/25/2020	WOLFSON/JONATHON//	HEALTH INS REIMB (RETIREE)	702.78	Payroll
108777	7/2/2020	P&A ADMINISTRATIVE SVCS INC	FSA MONTHLY ADMIN FEE- JUL 20	72.00	Payroll
108923	7/25/2020	P&A ADMINISTRATIVE SVCS INC	FSA MONTHLY ADMIN FEE- AUG 20	54.00	Payroll
		Total Amount for 18 Line Item(s) from Payroll		**$11,370.48**	
Police / Fire / Safety					
108762	7/1/2020	L.A. CO. SHERIFF'S DEPT.	SHERIFF SVCS- MAY 2020	383,533.02	Police / Fire / Safety

Check No.	Check Date	Vendor Name	Check Description	Amount	Department
108949	7/27/2020	L.A. CO. SHERIFF'S DEPT.	SHERIFF SVCS- JUN 2020	383,533.02	Police / Fire / Safety
108774	7/2/2020	L.A. CO. FIRE DEPARTMENT	ANNUAL PAYMENT FY 20/21	20,810.00	Police / Fire / Safety
108762	7/1/2020	L.A. CO. SHERIFF'S DEPT.	SHERIFF SVCS- MAY 2020	9,733.43	Police / Fire / Safety
108949	7/27/2020	L.A. CO. SHERIFF'S DEPT.	SHERIFF SVCS- JUN 2020	9,733.43	Police / Fire / Safety
108761	7/1/2020	L.A. CO. DEPT. OF ANIMAL CARE	ANIMAL HOUSING SVCS- MAY 2020	3,192.03	Police / Fire / Safety
108948	7/27/2020	L.A. CO. DEPT. OF ANIMAL CARE	ANIMAL HOUSING SVCS- JUN 2020	2,823.87	Police / Fire / Safety
108794	7/6/2020	L.A. CO. SHERIFF'S DEPT.	SHERIFF SVCS- THE OAKS	1,255.27	Police / Fire / Safety
109021	8/3/2020	L.A. CO. SHERIFF'S DEPT.	SHERIFF SVCS- THE OAKS	869.03	Police / Fire / Safety
108896	7/20/2020	L.A. CO. SHERIFF'S DEPT.	SHERIFF SVCS- THE OAKS	482.79	Police / Fire / Safety
108762	7/1/2020	L.A. CO. SHERIFF'S DEPT.	SHERIFF SVCS- MAY 2020	387.50	Police / Fire / Safety
108949	7/27/2020	L.A. CO. SHERIFF'S DEPT.	SHERIFF SVCS- JUN 2020	387.50	Police / Fire / Safety
		Total Amount for 12 Line Item(s) from Police / Fire / Safety		**$816,740.89**	
Public Safety & Emergency Preparedness					
108669	6/16/2020	US BANK	VISA- USPS	7.10	Public Safety & Emergency Preparedness
		Total Amount for 1 Line Item(s) from Public Safety & Emergency Preparedness		**$7.10**	
Public Works					
108748	6/29/2020	RUIZ CONCRETE & PAVING INC.	SIDEWALK REPAIRS	67,374.38	Public Works
108958	7/27/2020	SAN GABRIEL VALLEY COUNCIL	TMDL MONITORING	53,680.00	Public Works
108731	6/29/2020	CITY OF AGOURA HILLS	TMDL COMPLIANCE MONITORING	51,827.96	Public Works
108821	7/13/2020	ABSOLUTE	BRUSH CLEARANCE SERVICES	39,540.08	Public Works
108744	6/29/2020	MARINA LANDSCAPE, INC.	MALIBU HILLS ROAD PROJ	27,758.87	Public Works
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- P.W.	17,750.85	Public Works
109033	8/3/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- P.W.	17,750.85	Public Works
108729	6/29/2020	CALIFORNIA GREEN CONSULTANT	CONSULTING SERVICES	17,020.00	Public Works
109033	8/3/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- PARKS	16,514.73	Public Works
108748	6/29/2020	RUIZ CONCRETE & PAVING INC.	SIDEWALK REPAIRS	13,651.50	Public Works
108807	7/6/2020	WEST BASIN MUNICIPAL	NPDES-IRWMP ADMINISTRATION	12,987.52	Public Works
108841	7/13/2020	RUIZ CONCRETE & PAVING INC.	SIDEWALK REPAIRS	8,828.62	Public Works
108821	7/13/2020	ABSOLUTE	BRUSH CLEARANCE SERVICES	8,798.82	Public Works
108890	7/20/2020	CLEANSTREET INC	MONTHLY SVC - STREET SWEEPING	8,328.66	Public Works
108821	7/13/2020	ABSOLUTE	BRUSH CLEARANCE SERVICES	5,905.00	Public Works
108821	7/13/2020	ABSOLUTE	BRUSH CLEARANCE SERVICES	5,750.00	Public Works
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	4,625.02	Public Works
108821	7/13/2020	ABSOLUTE	BRUSH CLEARANCE SERVICES	4,345.00	Public Works

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108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	4,119.88	Public Works
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	4,101.68	Public Works
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	3,920.85	Public Works
108669	6/16/2020	US BANK	VISA- UNITED RENTAL	3,594.89	Public Works
108821	7/13/2020	ABSOLUTE	BRUSH CLEARANCE SERVICES	3,242.50	Public Works
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	2,809.17	Public Works
109000	8/1/2020	NEWBURY PARK TREE SERVICE INC	TREE TRIMMING/REMOVAL SVCS	2,750.00	Public Works
108821	7/13/2020	ABSOLUTE	BRUSH CLEARANCE SERVICES	2,705.00	Public Works
108785	7/6/2020	COUNTY OF LOS ANGELES	CONTRACT SERVICES	2,592.38	Public Works
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- P.W.	2,230.06	Public Works
108895	7/20/2020	ISSAKHANI/MARINA//	CONSULTING SERVICES	2,145.00	Public Works
108694	6/22/2020	ISSAKHANI/MARINA//	CONSULTING SERVICES	2,090.00	Public Works
108818	7/11/2020	SOURCE GRAPHICS	ANNUAL SERVICE CONTRACT	1,785.44	Public Works
109025	8/3/2020	NEWBURY PARK TREE SERVICE INC	TREE TRIMMING/REMOVAL SVCS	1,720.00	Public Works
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- P.W.	1,647.42	Public Works
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	1,360.72	Public Works
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- P.W.	1,280.00	Public Works
109013	8/3/2020	ABSOLUTE	BRUSH CLEARANCE SERVICES	1,147.50	Public Works
109033	8/3/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- PARKS	1,085.52	Public Works
108760	7/1/2020	HAJIZADEH/HOOMAN//	CONSULTING SERVICES	962.50	Public Works
108760	7/1/2020	HAJIZADEH/HOOMAN//	CONSULTING SERVICES	962.50	Public Works
109022	8/3/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	936.61	Public Works
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	911.75	Public Works
108788	7/6/2020	HAJIZADEH/HOOMAN//	CONSULTING SERVICES	770.00	Public Works
108745	6/29/2020	NEWBURY PARK TREE SERVICE INC	TREE TRIMMING/REMOVAL SVCS	740.00	Public Works
108955	7/27/2020	QUIZON/ARIANE MA//	CONSULTING SERVICES	700.00	Public Works
108925	7/25/2020	QUIZON/ARIANE MA//	CONSULTING SERVICES	700.00	Public Works
109022	8/3/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	600.52	Public Works
108963	7/27/2020	WILLDAN ASSOCIATES INC.	PRECISE GRADING	585.00	Public Works
109000	8/1/2020	NEWBURY PARK TREE SERVICE INC	TREE TRIMMING/REMOVAL SVCS	562.50	Public Works
108925	7/25/2020	QUIZON/ARIANE MA//	CONSULTING SERVICES	560.00	Public Works
109005	8/1/2020	QUIZON/MA ARIANE//	CONSULTING SERVICES	560.00	Public Works
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	479.19	Public Works
108669	6/16/2020	US BANK	VISA- HARBOR FREIGHTS	405.22	Public Works
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- P.W.	381.00	Public Works
109022	8/3/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	378.16	Public Works
108832	7/13/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	345.13	Public Works
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	342.34	Public Works

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108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	307.73	Public Works
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	300.51	Public Works
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- P.W.	281.00	Public Works
108955	7/27/2020	QUIZON/ARIANE MA//	CONSULTING SERVICES	280.00	Public Works
108792	7/6/2020	J THAYER COMPANY, INC.	OFFICE SUPPLIES	260.79	Public Works
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- P.W.	260.00	Public Works
109000	8/1/2020	NEWBURY PARK TREE SERVICE INC	TREE TRIMMING/REMOVAL SVCS	252.00	Public Works
108803	7/6/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	214.64	Public Works
108669	6/16/2020	US BANK	VISA- DIY/HOME DEPOT	207.92	Public Works
108805	7/6/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- P.W.	204.00	Public Works
108742	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	173.33	Public Works
108669	6/16/2020	US BANK	VISA- DIY/HOME DEPOT	151.98	Public Works
108669	6/16/2020	US BANK	VISA- AMAZON.COM	136.20	Public Works
108669	6/16/2020	US BANK	VISA- DIY/HOME DEPOT	130.79	Public Works
109022	8/3/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	122.55	Public Works
109030	8/3/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	111.29	Public Works
108858	7/14/2020	US BANK	VISA- DIY/BEST BUY	108.90	Public Works
108754	6/29/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- P.W.	74.50	Public Works
108822	7/13/2020	ARC DOCUMENT SOLUTIONS, LLC	COPY/PRINTING SERVICE	73.49	Public Works
108871	7/18/2020	LEGACY AWARDS	ENVIRONMENTAL PLAQUE	71.18	Public Works
108908	7/20/2020	UNDERGROUND SERVICE ALERT	MONTHLY MEMBERSHIP FEE	54.55	Public Works
108858	7/14/2020	US BANK	VISA- HOME DEPOT	50.35	Public Works
108792	7/6/2020	J THAYER COMPANY, INC.	OFFICE SUPPLIES	48.07	Public Works
108892	7/20/2020	DIG SAFE BOARD	STATE REGULATORY FEE	40.01	Public Works
108714	6/22/2020	VERIZON WIRELESS	TELEPHONE SERVICE	38.01	Public Works
108910	7/20/2020	VERIZON WIRELESS	TELEPHONE SERVICE	38.01	Public Works
108858	7/14/2020	US BANK	VISA- AGOURA LOCK/HOME DEPOT	35.48	Public Works
108858	7/14/2020	US BANK	VISA- AGOURA LOCK/HOME DEPOT	34.15	Public Works
108903	7/20/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	24.67	Public Works
108669	6/16/2020	US BANK	VISA- HOME DEPOT	21.42	Public Works
108858	7/14/2020	US BANK	VISA- USPS	16.25	Public Works
108669	6/16/2020	US BANK	VISA- AMAZON.COM	14.22	Public Works
108858	7/14/2020	US BANK	VISA- AMAZON.COM	14.22	Public Works
108669	6/16/2020	US BANK	VISA- DIY/HOME DEPOT	10.93	Public Works
108669	6/16/2020	US BANK	VISA- DIY/HOME DEPOT	10.93	Public Works
108669	6/16/2020	US BANK	VISA- DIY	6.25	Public Works
108756	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	5.41	Public Works
108858	7/14/2020	US BANK	VISA- RITE AID	4.59	Public Works

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108792	7/6/2020	J THAYER COMPANY, INC.	OFFICE SUPPLIES	-76.43	Public Works
108858	7/14/2020	US BANK	VISA- HOME DEPOT	-96.50	Public Works
		Total Amount for 96 Line Item(s) from Public Works		**$444,665.68**	
Recoverable / Refund / Liability					
109003	8/1/2020	P&A ADMINISTRATIVE SVCS INC	FSA-MED CARE REIMBURSEMENT	2,451.36	Recoverable / Refund / Liability
108923	7/25/2020	P&A ADMINISTRATIVE SVCS INC	FSA-DEP CARE REIMBURSEMENT	1,810.84	Recoverable / Refund / Liability
108777	7/2/2020	P&A ADMINISTRATIVE SVCS INC	FSA-MED/DEP CARE REIMBURSEMENT	1,671.00	Recoverable / Refund / Liability
108875	7/18/2020	P&A ADMINISTRATIVE SVCS INC	FSA-MED/DEP CARE REIMBURSEMENT	1,250.04	Recoverable / Refund / Liability
108815	7/11/2020	MURRAY/DAVID//	REFUND BUILDING PERMIT	960.00	Recoverable / Refund / Liability
108777	7/2/2020	P&A ADMINISTRATIVE SVCS INC	FSA-MED/DEP CARE REIMBURSEMENT	805.76	Recoverable / Refund / Liability
108875	7/18/2020	P&A ADMINISTRATIVE SVCS INC	FSA-MED/DEP CARE REIMBURSEMENT	209.00	Recoverable / Refund / Liability
108777	7/2/2020	P&A ADMINISTRATIVE SVCS INC	FSA-DEP CARE REIMBURSEMENT	208.34	Recoverable / Refund / Liability
108817	7/11/2020	P&A ADMINISTRATIVE SVCS INC	FSA-DEP CARE REIMBURSEMENT	208.34	Recoverable / Refund / Liability
108738	6/29/2020	JERMAN/DORIS//	RECREATION REFUND	134.00	Recoverable / Refund / Liability
108669	6/16/2020	US BANK	VISA- AMAZON.COM	36.00	Recoverable / Refund / Liability
108669	6/16/2020	US BANK	VISA- RADIO PARADISE	15.00	Recoverable / Refund / Liability
		Total Amount for 12 Line Item(s) from Recoverable / Refund / Liability		**$9,759.68**	
Tennis & Swim Center					
108858	7/14/2020	US BANK	VISA- ICE MACHINE SALES	3,224.78	Tennis & Swim Center
109030	8/3/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	2,185.78	Tennis & Swim Center
108669	6/16/2020	US BANK	VISA- FRESH GRAFX	2,135.25	Tennis & Swim Center
108858	7/14/2020	US BANK	VISA- FRESH GRAFX	2,085.98	Tennis & Swim Center
108803	7/6/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	1,808.38	Tennis & Swim Center
108858	7/14/2020	US BANK	VISA- HOME DEPOT/PYRAMID PIPE	1,444.07	Tennis & Swim Center
108951	7/27/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	1,241.19	Tennis & Swim Center
108864	7/18/2020	COMMERCIAL AQUATIC SVCS	POOL SERVICE/REPAIR	860.14	Tennis & Swim Center
108962	7/27/2020	WELTER/FRANCES//	RECREATION INSTRUCTOR	836.07	Tennis & Swim Center
108784	7/6/2020	COMMERCIAL AQUATIC SVCS	POOL SERVICE/REPAIR	818.65	Tennis & Swim Center
108914	7/25/2020	COMMERCIAL AQUATIC SVCS	POOL SERVICE/REPAIR	782.10	Tennis & Swim Center
108750	6/29/2020	TIME WARNER CABLE	CABLE MODEM/HDTV- T&SC	701.95	Tennis & Swim Center
108928	7/25/2020	TIME WARNER CABLE	CABLE MODEM/HDTV- T&SC	701.95	Tennis & Swim Center
108940	7/27/2020	CASCIONE/GAYLENE//	RECREATION INSTRUCTOR	637.00	Tennis & Swim Center
108669	6/16/2020	US BANK	VISA- HOME DEPOT	554.52	Tennis & Swim Center
108914	7/25/2020	COMMERCIAL AQUATIC SVCS	POOL SERVICE/REPAIR	533.49	Tennis & Swim Center

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108858	7/14/2020	US BANK	VISA- RED CROSS	512.95	Tennis & Swim Center
108858	7/14/2020	US BANK	VISA- HOME DEPOT	462.96	Tennis & Swim Center
108832	7/13/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	439.93	Tennis & Swim Center
108858	7/14/2020	US BANK	VISA- ACORN NEWSPAPER	326.76	Tennis & Swim Center
108732	6/29/2020	CLARK PEST CONTROL	PEST CONTROL SERVICES	325.00	Tennis & Swim Center
108742	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	318.36	Tennis & Swim Center
108669	6/16/2020	US BANK	VISA- AMERICAN RED CROSS	312.00	Tennis & Swim Center
108755	6/29/2020	WATERLINE TECHNOLOGIES INC	POOL CHEMICALS	301.01	Tennis & Swim Center
108858	7/14/2020	US BANK	VISA- LESLIE'S POOL SUPPLY	285.78	Tennis & Swim Center
108806	7/6/2020	WATERLINE TECHNOLOGIES INC	POOL CHEMICALS	274.88	Tennis & Swim Center
108669	6/16/2020	US BANK	VISA- FRESH GRAFX	262.80	Tennis & Swim Center
108669	6/16/2020	US BANK	VISA- AMAZON.COM	262.74	Tennis & Swim Center
108858	7/14/2020	US BANK	VISA- AMAZON.COM	237.52	Tennis & Swim Center
108820	7/11/2020	WATERLINE TECHNOLOGIES INC	POOL CHEMICALS	220.75	Tennis & Swim Center
108858	7/14/2020	US BANK	VISA- OFFICE DEPOT/MICHAELS	193.67	Tennis & Swim Center
108669	6/16/2020	US BANK	VISA- CAP LEASING	192.00	Tennis & Swim Center
108858	7/14/2020	US BANK	VISA- CAP LEASING	192.00	Tennis & Swim Center
108858	7/14/2020	US BANK	VISA- OFFICE DEPOT/MICHAELS	182.46	Tennis & Swim Center
108932	7/25/2020	WATERLINE TECHNOLOGIES INC	POOL CHEMICALS	177.14	Tennis & Swim Center
108961	7/27/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- T&SC	173.03	Tennis & Swim Center
108713	6/22/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- T&SC	160.00	Tennis & Swim Center
108961	7/27/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- T&SC	160.00	Tennis & Swim Center
108904	7/20/2020	SOUTHERN CALIFORNIA GAS CO	GAS SERVICE	128.41	Tennis & Swim Center
108858	7/14/2020	US BANK	VISA- OFFICE DEPOT/MICHAELS	123.00	Tennis & Swim Center
108669	6/16/2020	US BANK	VISA- HOME DEPOT	121.71	Tennis & Swim Center
108858	7/14/2020	US BANK	VISA- MCCALLA CO	112.71	Tennis & Swim Center
108858	7/14/2020	US BANK	VISA- FRANKLINS/FENCE FACTORY	107.25	Tennis & Swim Center
108669	6/16/2020	US BANK	VISA- CONSTANT CONTACT	100.00	Tennis & Swim Center
108858	7/14/2020	US BANK	VISA- CONSTANT CONTACT	100.00	Tennis & Swim Center
108669	6/16/2020	US BANK	VISA- HOME DEPOT	92.79	Tennis & Swim Center
108669	6/16/2020	US BANK	VISA- CATALINA PAINT	80.37	Tennis & Swim Center
108713	6/22/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- T&SC	69.56	Tennis & Swim Center
108858	7/14/2020	US BANK	VISA- WILDFLOWER/WOODSIDE MKT	68.21	Tennis & Swim Center
108858	7/14/2020	US BANK	VISA- FRANKLINS/FENCE FACTORY	59.09	Tennis & Swim Center
108964	7/27/2020	ZACHARATOS/GERASSIMOS T//	RECREATION INSTRUCTOR	46.90	Tennis & Swim Center
108669	6/16/2020	US BANK	VISA- CALABASAS SINCLAIR	30.87	Tennis & Swim Center
108858	7/14/2020	US BANK	VISA- MALIBU LAUNDRY	29.00	Tennis & Swim Center
108858	7/14/2020	US BANK	VISA- RALPHS	24.33	Tennis & Swim Center

Check No.	Check Date	Vendor Name	Check Description	Amount	Department
108742	6/29/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	7.50	Tennis & Swim Center
		Total Amount for 55 Line Item(s) from Tennis & Swim Center		**$27,826.74**	
Transportation					
108900	7/20/2020	PCI	PAVEMENT STRIPING & MARKINGS	54,109.71	Transportation
109024	8/3/2020	MV TRANSPORTATION, INC.	SHUTTLE SERVICES- MAY 20	15,885.64	Transportation
108790	7/6/2020	IDEAL GENERAL SERVICES, INC.	DIAL-A-RIDE JUN 2020	14,566.50	Transportation
109024	8/3/2020	MV TRANSPORTATION, INC.	SHUTTLE SERVICES- JUN 20	10,275.46	Transportation
108764	7/1/2020	MICHAEL BAKER INTERNATIONAL	PROFESSIONAL SERVICES	10,120.00	Transportation
108898	7/20/2020	MICHAEL BAKER INTERNATIONAL	PROFESSIONAL SERVICES	8,975.00	Transportation
108893	7/20/2020	FEHR & PEERS	IMPLEMENTATION SERVICES	7,830.38	Transportation
108803	7/6/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	6,539.15	Transportation
108669	6/16/2020	US BANK	VISA- CALACT	6,245.20	Transportation
109028	8/3/2020	SIEMENS MOBILITY, INC	TRAFFIC SIGN MAINTENANCE	5,706.59	Transportation
108793	7/6/2020	KOA CORPORATION	CONSULTING SERVICES	5,703.50	Transportation
108739	6/29/2020	JOHN KULAR CONSULTING	ENGINEERING SERVICES	4,495.00	Transportation
108903	7/20/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	4,330.38	Transportation
108797	7/6/2020	NEWBURY PARK TREE SERVICE INC	TREE TRIMMING/REMOVAL SVCS	3,935.00	Transportation
108801	7/6/2020	SIEMENS MOBILITY, INC	TRAFFIC SIGN MAINTENANCE	3,455.53	Transportation
108844	7/13/2020	SIEMENS MOBILITY, INC	TRAFFIC SIGN MAINTENANCE	2,586.43	Transportation
108751	6/29/2020	UNITED PACIFIC	FUEL CHARGES- MAY 2020	2,266.30	Transportation
108710	6/22/2020	TOYOTA FINANCIAL SERVICES	LEASE PAYMENT- JUN 2020	2,092.14	Transportation
108881	7/18/2020	TOYOTA FINANCIAL SERVICES	LEASE PAYMENT- JUL 2020	2,092.14	Transportation
109030	8/3/2020	SOUTHERN CALIFORNIA EDISON	ELECTRIC SERVICE	1,891.04	Transportation
108909	7/20/2020	UNITED PACIFIC	FUEL CHARGES- JUN 2020	1,872.27	Transportation
109028	8/3/2020	SIEMENS MOBILITY, INC	TRAFFIC SIGN MAINTENANCE	1,678.13	Transportation
108844	7/13/2020	SIEMENS MOBILITY, INC	TRAFFIC SIGN MAINTENANCE	1,123.02	Transportation
108831	7/13/2020	JOHN KULAR CONSULTING	ENGINEERING SERVICES	1,050.00	Transportation
109018	8/3/2020	FUSCOE ENGINEERING, INC.	ENGINEERING SERVICES	971.00	Transportation
108916	7/25/2020	COUNTY OF MARIN\CAL-SLA	STREETLIGHT ASSESSMENT	945.00	Transportation
108858	7/14/2020	US BANK	VISA- FAMCON PIPE & SUPPLY	518.61	Transportation
108735	6/29/2020	CROSSTOWN ELECTRICAL	TRAFFIC LIGHTING SERVICES	500.00	Transportation
108720	6/29/2020	ARC DOCUMENT SOLUTIONS, LLC	COPY/PRINTING SERVICE	458.55	Transportation
108792	7/6/2020	J THAYER COMPANY, INC.	OFFICE SUPPLIES	346.15	Transportation
108669	6/16/2020	US BANK	VISA- SHELL OIL/CHEVRON	200.45	Transportation
108792	7/6/2020	J THAYER COMPANY, INC.	OFFICE SUPPLIES	187.38	Transportation
108669	6/16/2020	US BANK	VISA- CHEVRON/EXXON	183.81	Transportation

Check No.	Check Date	Vendor Name	Check Description	Amount	Department
108858	7/14/2020	US BANK	VISA- AUTOZONE	174.73	Transportation
108950	7/27/2020	LA DWP	TRAFFIC METER SERVICE	170.03	Transportation
108669	6/16/2020	US BANK	VISA- AMAZON.COM	153.20	Transportation
108741	6/29/2020	LA DWP	TRAFFIC METER SERVICE	143.64	Transportation
108858	7/14/2020	US BANK	VISA- 7 ELEVEN/SINCLAIR	141.23	Transportation
108669	6/16/2020	US BANK	VISA- 7 ELEVEN/EXXON/SINCLAIR	140.46	Transportation
108792	7/6/2020	J THAYER COMPANY, INC.	OFFICE SUPPLIES	137.86	Transportation
108669	6/16/2020	US BANK	VISA- CHEVRON/SINCLAIR	101.13	Transportation
108722	6/29/2020	AT&T	TELEPHONE SERVICE	71.61	Transportation
108858	7/14/2020	US BANK	VISA- EXXON MOBIL	70.09	Transportation
108858	7/14/2020	US BANK	VISA- AUTOZONE	63.77	Transportation
108858	7/14/2020	US BANK	VISA- SHELL OIL/7 ELEVEN	61.98	Transportation
108858	7/14/2020	US BANK	VISA- SHELL OIL/7 ELEVEN	60.53	Transportation
108858	7/14/2020	US BANK	VISA- 7 ELEVEN/SINCLAIR	49.44	Transportation
108669	6/16/2020	US BANK	VISA- SHELL OIL	47.63	Transportation
108858	7/14/2020	US BANK	VISA- SIGNS.COM	46.04	Transportation
108858	7/14/2020	US BANK	VISA- CALABASAS CAR CARE	42.07	Transportation
108858	7/14/2020	US BANK	VISA- SHELL OIL/CHEVRON	29.99	Transportation
108858	7/14/2020	US BANK	VISA- SHELL OIL/CHEVRON	29.00	Transportation
108669	6/16/2020	US BANK	VISA- DIY/HOME DEPOT	28.28	Transportation
108858	7/14/2020	US BANK	VISA- SMARTSIGN	28.19	Transportation
108858	7/14/2020	US BANK	VISA- HOME DEPOT	27.31	Transportation
108669	6/16/2020	US BANK	VISA- CHEVRON	25.00	Transportation
108785	7/6/2020	COUNTY OF LOS ANGELES	CONTRACT SERVICES	22.01	Transportation
108858	7/14/2020	US BANK	VISA- SINCLAIR	22.01	Transportation
108669	6/16/2020	US BANK	VISA- CALABASAS CAR CARE	20.00	Transportation
108669	6/16/2020	US BANK	VISA- MC2 WHOLESALE	13.90	Transportation
108858	7/14/2020	US BANK	VISA- AMAZON.COM	13.13	Transportation
108669	6/16/2020	US BANK	VISA- 7 ELEVEN/EXXON/SINCLAIR	10.00	Transportation
		Total Amount for 62 Line Item(s) from Transportation		**$185,079.72**	
		GRAND TOTAL for 961 Line Items		**$4,897,556.27**	

CITY of CALABASAS

Check Register Report

Bank: BANK OF AMERICA - TENNIS & SWIM CENTER

Reporting Period: 06/17/2020 to 08/03/2020

Check No.	Check Date	Vendor Name	Check Description	Amount	Department
Tennis & Swim Center					
13876	7/25/2020	BLUE SHIELD OF CA	INSURANCE EXPENSE	7,459.78	Tennis & Swim Center
13867	7/2/2020	BLUE SHIELD OF CA	INSURANCE EXPENSE	7,459.78	Tennis & Swim Center
13879	7/25/2020	VENCO WESTERN, INC.	LANDSCAPE MAINTENANCE- T&SC	3,862.71	Tennis & Swim Center
13864	6/29/2020	ICW GROUP	WORKERS COMP INS	3,815.08	Tennis & Swim Center
13877	7/25/2020	ICW GROUP	WORKERS COMP INS	1,907.56	Tennis & Swim Center
13878	7/25/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	1,241.00	Tennis & Swim Center
13875	7/18/2020	UNIFIRST CORPORATION	JANITORIAL SUPPLIES	1,162.40	Tennis & Swim Center
13880	7/25/2020	WILSON SPORTING GOODS	FACILITY EXPENSE	711.30	Tennis & Swim Center
13873	7/18/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	439.93	Tennis & Swim Center
13872	7/18/2020	DESIGNSCAPE	PLANT MAINTENANCE- T&SC	436.00	Tennis & Swim Center
13874	7/18/2020	MARILYN'S TROPHIES	PROMOTION/SOCIALS	360.36	Tennis & Swim Center
13863	6/29/2020	AT&T	TELEPHONE SERVICE	342.19	Tennis & Swim Center
13876	7/25/2020	BLUE SHIELD OF CA	INSURANCE EXPENSE	330.30	Tennis & Swim Center
13867	7/2/2020	BLUE SHIELD OF CA	INSURANCE EXPENSE	330.30	Tennis & Swim Center
13875	7/18/2020	UNIFIRST CORPORATION	JANITORIAL SUPPLIES	327.55	Tennis & Swim Center
13871	7/6/2020	UNIFIRST CORPORATION	JANITORIAL SUPPLIES	324.74	Tennis & Swim Center
13865	6/29/2020	UNIFIRST CORPORATION	JANITORIAL SUPPLIES	324.19	Tennis & Swim Center
13870	7/6/2020	LAS VIRGENES MUNICIPAL WATER	WATER SERVICE	318.36	Tennis & Swim Center
13866	6/29/2020	XEROX FINANCIAL SERVICES	ADMINISTRATIVE EXPENSES	293.62	Tennis & Swim Center
13881	7/25/2020	XEROX FINANCIAL SERVICES	ADMINISTRATIVE EXPENSES	293.62	Tennis & Swim Center
13869	7/6/2020	IMAGE SOURCE	ADMINISTRATIVE EXPENSES	134.92	Tennis & Swim Center
13868	7/6/2020	ADP, INC	ADMINISTRATIVE EXPENSES	99.37	Tennis & Swim Center
		Total Amount for 22 Line Item(s) from Tennis & Swim Center		**$31,975.06**	
		GRAND TOTAL for 22 Line Items		**$31,975.06**	

	Department	Agenda Headings	Agenda Title/Future Agenda
	26-Aug		
1	CC	Consent	Conflict of Interest Code
2	CC	Consent	League Annual Meeting Delegates
3	AS/HR	New Business	Adoption of Resolution No. 2020-1695, updating HR Guidelines
	Future Items		
4	CC	Presentation	Chuck Becerra and Sheriff's discussion on use of force
5	CC	New Business	Review of future report from Council's Policy and Procedures subcommittee re: Councilmembers' use of City-issued electronic mail addresses
6	PW	New Business	Update regarding anticoagulants
7	CD	New Business	Story poles
8	CD	New Business	Mobile home park lease (September)
9	CD	New Business	Ordinance regulating construction work hours
10	CD/Finance	New Business	Annexation update
11	CA	New Business	Closed session regarding State's mandate for affordable housing
12	CD	Public Hearing	West Village Project

2020 Meeting Dates	
9-Sep	10-Nov Special
23-Sep	11-Nov Canceled - Veteran's Day
14-Oct	25-Nov Canceled - Thanksgiving Eve
28-Oct	Dec 2 - Special Meeting
3-Nov General Municipal Election	9-Dec - Election Certification/ Council Reorg.
	23-Dec - Canceled