



CITY of CALABASAS

CITY COUNCIL AGENDA
WEDNESDAY, JANUARY 24, 2024 - 7:00 P.M.
COUNCIL CHAMBERS
100 CIVIC CENTER WAY
CALABASAS, CA 91302
www.cityofcalabasas.com

The meeting will be broadcast on CTV Channel 3 and the live stream of the meeting may be viewed online at www.cityofcalabasas.com/ctvlive.

The City Council reserves the right to alter the order of the agenda to allow for an effective meeting. Attendance at the entire meeting may be necessary to ensure interested parties hear a particular item. The public may speak on a closed session item prior to Council's discussion. To do so, a speaker card must be submitted to the City Clerk at least five minutes prior to the start of closed session. The City values and invites written comments from residents on matters set for Council consideration. **In order to provide councilmembers ample time to review all correspondence, any written communication must be submitted to the City Clerk's office before 5:00 p.m. on the Monday prior to the meeting. Note: Any written materials submitted to the City Council are public record under the Public Records Act.**

Any legal action by an applicant, appellant, or other person, seeking to obtain judicial review of any City Council decisions may be subject to the 90-day filing period of, and governed by, Code of Civil Procedure sections 1094.5 and 1094.6.

CLOSED SESSION - 6:00 PM

1. Conferenced with Legal Counsel - Anticipated Litigation
Pursuant to Government Code Section 54956.9(d)(2) & (e)(1)
A point has been reached where, in the opinion of the City Council, on the advice of its legal counsel, based on the below-described existing facts and circumstances, there is a significant exposure to litigation against the City.
Facts and circumstances that might result in litigation but which the City believes are not yet known to potential plaintiff or plaintiffs. (Gov. Code § 54956.9(e)(1))
Number of Potential Cases: [1]

OPENING MATTERS

Call to Order/Roll Call of Councilmembers
Pledge of Allegiance
Approval of Agenda
Report on Closed Session

ADJOURN IN MEMORY

- John Suwara

ANNOUNCEMENTS/INTRODUCTIONS

ORAL COMMUNICATION – PUBLIC COMMENT

CONSENT ITEMS

1. [Approval of January 4-5 and January 10, 2024, meeting minutes](#)
2. [Quarterly Investment Report for quarter ending December 31, 2023](#)
3. [Consider Los Angeles County Metropolitan Transportation Authority \(LA Metro\) audit and other audit reports for Fiscal Year \(FY\) ended June 30, 2023](#)
4. [Annual update of the City's Tobacco Retailer Registration Program for 2023](#)

NEW BUSINESS - CONTINUED

5. [Council discussion and direction on whether to re-establish the practice of Hybrid City Council meetings enabling the public to participate remotely or in-person](#)
6. [Programming Needs Assessment Final Report](#)

NEW BUSINESS

7. [City Council consideration of Council Liaisons/Committee Assignments](#)

INFORMATIONAL REPORTS

8. [Check Register for the period of January 2-January 12, 2024](#)

TASK FORCE REPORTS

CITY MANAGER'S REPORT

FUTURE INFORMATION/AGENDA ITEMS

ADJOURN

The City Council will adjourn to a special meeting on Wednesday, January 31, 2024, at 7:00 p.m.

**MINUTES OF A SPECIAL MEETING OF
THE CITY COUNCIL OF THE CITY OF CALABASAS, CALIFORNIA
HELD THURSDAY-FRIDAY, JANUARY 4-5, 2024**

Mayor Weintraub called the special meeting to order at 4:00 p.m. in City Hall Conference Room No. 1, 100 Civic Center Way, Calabasas, CA 91302.

ROLL CALL

Present: Mayor Weintraub, Mayor pro Tem Kraut, Councilmembers Albrecht, Bozajian and Shapiro

Absent: None

There were no public comments.

CLOSED SESSION

1. Conference with Legal Counsel; Existing Litigation
Government Code Section 54956.9(d)(1)
Case Names: TNHC Canyon Oaks LLC v. City of Calabasas, et al., Los Angeles County Superior Court Case No. 21STCP01819; related to Building Industry Association of Southern California v. City of Calabasas, et al., Los Angeles County Superior Court Case No. 21STCP02726

The meeting recessed at 6:30 p.m. Mayor Weintraub left the meeting at 6:30 p.m. The meeting reconvened at 6:45 p.m.

Mayor pro Tem Kraut moved, seconded by Councilmember Shapiro to adjourn the meeting to January 5, 2024, at 9:00 a.m. Motion carried 4/1 as follows:

AYES: Mayor pro Tem Kraut, Councilmember Albrecht, Bozajian and Shapiro

ABSENT: Mayor Weintraub

There were no reportable actions.

The City Council adjourned at 6:45 p.m. to Friday, January 5, 2024, at 9:00 a.m.

Mayor Weintraub called the special meeting to order at 9:00 a.m. on January 5, 2024, in City Hall Conference Room No. 1, 100 Civic Center Way, Calabasas, CA 91302.

Present: Mayor Weintraub, Mayor pro Tem Kraut, Councilmembers Albrecht, Bozajian and Shapiro

Mayor Weintraub and Councilmember Shapiro participated in the meeting via Zoom teleconference using AB 2449 exemption.

Mayor pro Tem Kraut moved, seconded by Councilmember Albrecht to approve the settlement agreement between TNHC Canyon Oaks LLC and the City of Calabasas. Motion carried 5/0 by roll call as follows:

AYES: Mayor Weintraub, Mayor pro Tem Kraut, Councilmembers Albrecht, Bozajian and Shapiro.

ADJOURN

The meeting adjourned at 10:20 a.m. to a regular meeting scheduled on Wednesday, January 10, 2024, at 7 p.m.

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

**MINUTES OF A REGULAR MEETING OF
THE CITY COUNCIL OF THE CITY OF CALABASAS, CALIFORNIA
HELD WEDNESDAY, JANUARY 10, 2024**

Mayor Weintraub called the Closed Session to order at 6:00 p.m. in Conference Room 1, 100 Civic Center Way, Calabasas, CA.

Present: Mayor Weintraub, Mayor pro Tem Kraut, Councilmembers Albrecht, Bozajian and Shapiro

Absent: None

1. Conference with Legal Counsel; Existing Litigation
Government Code Section 54956.9(d)(1)
Case Names: TNHC Canyon Oaks LLC v. City of Calabasas, et al., Los Angeles County Superior Court Case No. 21STCP01819; related to Building Industry Association of Southern California v. City of Calabasas, et al., Los Angeles County Superior Court Case No. 21STCP02726
2. Conference with Labor Negotiator (Gov. Code § 54957.6)
City Negotiator: Kindon Meik, City Manager
Employees: All Unrepresented Employees

There was no public comment.

Mayor Weintraub called the Open Session to order at 7:01 p.m. in Founders Hall, 200 Civic Center Way, Calabasas, CA.

Present: Mayor Weintraub, Mayor pro Tem Kraut, Councilmembers Albrecht, Bozajian and Shapiro

Absent: None

Staff: Bartlett, Campbell, Castle, Green, Hernandez, Lanzafame, Meik, Michitsch Russo and Summers

PLEDGE OF ALLEGIANCE

The Pledge of Allegiance was led by Girl Scout Troop 3256.

APPROVAL OF AGENDA

Councilmember Albrecht moved, seconded by Councilmember Shapiro to approve the agenda. MOTION CARRIED 5/0 as follows:

AYES: Mayor Weintraub, Mayor pro Tem Kraut, Councilmembers Albrecht, Bozajian and Shapiro

Mr. Summers reported that the City Council considered Closed Session Item Nos. 1 and 2 and took no reportable action.

PRESENTATIONS

- Recognition of Charlotte Meyer and Richard Sherman for their years of service on the Parks Recreation and Education and Communications and Technology Commissions, respectively

Mayor Weintraub recognized Charlotte Meyer and Richard Sherman for their service on the Parks, Recreation & Education and Communications & Technology Commissions, respectively.

Members of the Council expressed appreciation to Ms. Meyer and Mr. Sherman for their service.

Ms. Meyer and Mr. Sherman thanked the City Council for their recognition and the opportunity to serve the community.

- Sheriff's Crime Report - October 2023

Deputy De Matteo presented the report.

Mayor Weintraub recused from the next item on the agenda and Mayor pro Tem Kraut handled that portion of the meeting.

NEW BUSINESS

1. Consideration and approval of appointment of Richard Sherman to the Parks, Recreation and Education Commission

Councilmember Shapiro moved, seconded by Councilmember Albrecht to appoint Richard Sherman to the Parks, Recreation & Education Commission as the Savvy Seniors Advisory Board representative. MOTION CARRIED 4/1 as follows:

AYES: Mayor pro Tem Kraut, Councilmembers Albrecht, Bozajian and Shapiro

ABSTAINED: Mayor Weintraub

2. Oath of Office to newly appointed Commissioner

Mayor pro Tem Kraut administered the Oath of Office to Richard Sherman.

Mr. Sherman expressed appreciation to the City Council for his appointment.

Mayor Weintraub continued with the meeting.

ANNOUNCEMENTS/INTRODUCTIONS

Members of the Council made the following announcements:

Mayor pro Tem Kraut:

- Extended invitations to assist with LA County’s 2023 Homeless count taking place on January 23 in the City of Calabasas.
- Extended invitation to Las Virgenes Creek tour on January 27, at 10 am.

Councilmember Albrecht:

- Echoed invitation to Las Virgenes Creek tour on January 27.

Councilmember Bozajian:

- Extended invitation to apply at the City’s hiring events for Recreation Attendants and Lifeguards at De Anza Park on January 16, from 5-7 p.m. and January 20 from 1-4 pm.

Councilmember Shapiro:

- Wished everyone a Happy and Healthy 2024.
- Congratulated CHS Boys Soccer and Basketball teams for a great start.
- Extended invitation to Mayor’s Youth Council Body Positivity Fair on Saturday, February 3, 9 am to 2 pm at the Civic Center Plaza.
- Read a quote in honor of Martin Luther King, “Darkness cannot drive out darkness, only light can do that. Hate cannot drive out hate, only love can do that.”

Mayor Weintraub:

- Encouraged residents to avoid the area of Mulholland Highway and East Old Topanga Canyon due to road closures near Wild Walnut Park starting on Saturday, January 13 from 6 a.m. to Sunday, January 14 at 6 a.m.
- Extended invitation to a walk on Sunday, January 14, at 10 a.m., starting at the Library to show support to families of hostages on 100 days of captivity.

ORAL COMMUNICATIONS – PUBLIC COMMENT

Mark Levinson, Charles Harris, Jen Kaplan, Luz Tapia, Gigi Davau, Stephanie Sanders, Richard Gerscovich, Dana Rolland, Darryl Ballin, Rachel Werner, Launa Stone, Brad Kaaya, Gabriela Vickrey, Carla Elkins and Viccki Tuckman spoke during public comment.

Individuals who provided hate speech were removed from meeting.

CONSENT ITEMS

3. Approval of meeting minutes from December 4, December 6, December 8, December 13, December 15 and December 20, 2023

Mayor pro Tem Kraut requested Consent Item No. 3 be pulled and requested corrections to minutes from December 5 (page 5); December 13 (page 2) and December 15 (Item No. 3 motion).

Mayor pro Tem Kraut moved, seconded by Councilmember Shapiro to approve Consent Item No. 3 with modifications. MOTION CARRIED 5/0 as follows:

AYES: Mayor Weintraub, Mayor pro Tem Kraut, Councilmembers Albrecht, Bozajian and Shapiro

The meeting recessed at 8:23 p.m.

The meeting reconvened at 8:33 p.m.

CONTINUED NEW BUSINESS

4. Adoption of Resolution No. 2024-1881, certifying an amended Final Environmental Impact Report and approving a statement of overriding considerations, associated with File No. 160003152, analyzing proposed development of a 77-acre vacant property located at 4790 Las Virgenes Road at the eastern terminus of Agoura Road (APNS: 2069-078-009 AND 2069-078-011). The proposed project, situated within a total development footprint of eleven acres, includes: (1) A residential component consisting of 180 multi-family condominium units (including eighteen affordable units) within fifteen three-story buildings occupying approximately 9.5 acres (12.3%) of the property; (2) a commercial component consisting of a 5,867 square-foot retail commercial shopping center situated in two one-story buildings occupying approximately 1.19 acres (1.5%) of the property; (3) a 0.36 acre community green space (park); (4) permanent dedication of a public trail easement through the property connecting to open space lands to the east, and (5) preservation of approximately 66.0 acres (86% of the site) as permanent open space. Ancillary features include the construction of two detention/debris basins, site access and internal roadway system with sidewalks and parkways, retaining walls, landscaping, coming recreation areas, and lighting. Development of this project would require a significant amount of remedial grading to stabilize a landslide hazard area on the southern portion of the site. The project site is currently zoned Planned Development (PD); Residential-Multifamily, 20 units per acre (RMF (20); Open Space Development Restricted (OS-DR); and is within the Scenic Corridor (SC) Overlay Zone

Mr. Summers introduced the report, followed by Attorney Robin Meadow and Mr. Meik.

Mary Ann Rush spoke on Item No. 4.

The City Council expressed appreciation to the all those involved in this process.

Councilmember Albrecht moved, seconded by Councilmember Shapiro to adopt of Resolution No. 2024-1881, certifying an amended Final Environmental Impact Report and approving a statement of overriding considerations, associated with File No. 160003152, analyzing proposed development of a 77-acre vacant property located at 4790 Las Virgenes Road at the eastern terminus of Agoura Road (APNS: 2069-078-009 AND 2069-078-011. MOTION CARRIED 5/0 as follows:

AYES: Mayor Weintraub, Mayor pro Tem Kraut, Councilmembers Albrecht, Bozajian and Shapiro

INFORMATIONAL REPORTS

5. Check Register for the period of October 28-December 31, 2023

No action taken on this Item.

TASK FORCE REPORTS

Councilmember Albrecht reported that the Clean Power Alliance is going dark in January. Further, he reported on upcoming meetings of the Sustainability Taskforce with Councilmember Shapiro and he and Economic Development with Mayor Weintraub and he.

Councilmember Shapiro reported on a great first meeting of the Mayor's Youth Council on January 9. Further he reported on a meeting he attended with Mayor Weintraub, LVUSD and the City Manager. In addition, he reported on attendance to past and upcoming SCAG meetings. Lastly, he reported his upcoming attendance to the Valley Economic Alliance Summit on January 11.

Mayor pro Teem Kraut reported his participation on a Calabasas Community Center (CCC) meeting on December 14 and announced that the public grand opening of the CCC will take place on March 16. He also reported on his attendance to the California Cities Transportation, Communications and Public Works meeting on January 4. Lastly, he reported on presentation he made to CPHA on January 9.

Mayor Weintraub reported her participation at a Valley Economic Alliance meeting along with all other member mayors. She also reported that next COG meeting would be held the week of January 15. She further reported on her upcoming attendance to the Valley Economic Alliance Summit on January 11.

CITY MANGER'S REPORT

Mr. Meik acknowledged and extended appreciation to Interim Assistant City Manager, Phil Lanzafame. Mayor Weintraub added that Mr. Lanzafame stepped in on very complicated issues involving the public and thanked him for a seamless process.

FUTURE INFORMATION/AGENDA ITEMS

Councilmember Bozajian requested that the Woolsey Fire Overlay Ordinance be referred to the Planning Commission. Mayor Weintraub seconded the request.

Mr. Meik stated that he will follow up with SCE on Mayor Weintraub's request to find out information on power outage in Saratoga on January 9 and on antiquated equipment which causes such issues.

ADJOURN

The City Council adjourned at 9:22 p.m. to a regular meeting scheduled on Wednesday, January 24, 2024, at 7:00 p.m.

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



CITY of CALABASAS
CITY COUNCIL AGENDA REPORT

DATE: JANUARY 10, 2024

TO: HONORABLE MAYOR AND COUNCILMEMBERS

FROM: RON AHLERS, CHIEF FINANCIAL OFFICER 

SUBJECT: QUARTERLY INVESTMENT REPORT FOR QUARTER ENDING
DECEMBER 31, 2023

MEETING DATE: JANUARY 24, 2024

SUMMARY RECOMMENDATION:

Staff recommends the City Council receive and file the quarterly investment report for the quarter ending December 31, 2023.

BACKGROUND:

The California state law was amended January 2023 to increase the number of days from 30 to 45 for submittal of the quarterly investment report to the City Council. That change is reflected in section 53646 written below.

The City's Investment Policy states:

The City Treasurer shall review and render quarterly reports to the City Manager and City Council in compliance with California Government Code Section 53646(b). These reports will include the face amount of the cash investment, the classification of the investment, the name of the institution or entity, the rate of interest, the maturity date, the current market value and accrued interest due for all securities.

California Government Code Section 53646 states:

(b) (1) The treasurer or chief fiscal officer may render a quarterly report to the chief executive officer, the internal auditor, and the legislative body of the local agency. The quarterly report shall be so submitted within 45 days following the end of the quarter covered by the report. Except as provided in subdivisions (e) and (f), this report shall include the type of investment, issuer, date of maturity, par and dollar amount invested on all securities, investments and moneys held by the local agency, and shall additionally include a description of any of the local agency’s funds, investments, or programs, that are under the management of contracted parties, including lending programs. With respect to all securities held by the local agency, and under management of any outside party that is not also a local agency or the State of California Local Agency Investment Fund, the report shall also include a current market value as of the date of the report, and shall include the source of this same valuation.

(2) The quarterly report shall state compliance of the portfolio to the statement of investment policy, or manner in which the portfolio is not in compliance.

(3) The quarterly report shall include a statement denoting the ability of the local agency to meet its pool’s expenditure requirements for the next six months, or provide an explanation as to why sufficient money shall, or may, not be available.

DISCUSSION/ANALYSIS:

Cash Flow Declaration

Per State of California Government Code section 53646(b)(3) and Item 11.0 of the City of Calabasas Investment Policy, the City is required to have enough cash on hand to meet the City’s cash flow demands for at least six (6) months. The City of Calabasas’ investment portfolio has the ability to meet that demand.

Compliance Declaration

Per State of California Government Code section 53646(b)(2), the City of Calabasas’ investment portfolio complies with the City’s Investment Policy.

The City cash posted about \$910,000 in investment earnings for FY 2022-23. The prior year, FY 2021-22 cash posted investment earnings totaled \$402,000. Therefore, annual earnings increase of \$508,000 in one year. The first half of FY 2023-24, the City posted cash earnings of about \$838,000. Staff estimates investment earnings for the year will exceed \$1,250,000; based on the current investment portfolio.

This past quarter, October 1, 2023 to December 31, 2023, the City had seven investments mature with principal of \$3.2 million and a yield of 4.9%. The City purchased about \$2.9 million in certificates of deposit (CD) and Federal Home Loan Bank, with a weighted average yield above 5.3% and average maturity of 35 months { less than three years }.

FISCAL IMPACT/SOURCE OF FUNDING:

None.

REQUESTED ACTION:

City Council receive and file the quarterly investment report.

ATTACHMENTS:

1. QUARTERLY INVESTMENT REPORT for December 31, 2023

QUARTERLY INVESTMENT REPORT

Item 2 Attachment 1

For the Quarter Ending December 31, 2023

LIST of INVESTMENTS

Security	Bank or Corporate Name	CUSIP	Purchase Date	A Face Value	B Accrued Interest	C Premium/(Discount)	D=A+B+C Purchase Price	Interest Rate	Yield to Maturity	Maturity Date	Market Value	Accrued Interest
Cash	Bank of America ~ City Account			6,948,495.50			6,948,495.50				6,948,495.50	
Cash	Bank of America ~ Tennis & Swim Account			1,048,715.08			1,048,715.08				1,048,715.08	
Cash	Bank of America ~ Las Virgeness Parking Authority Account			46,067.14			46,067.14				46,067.14	
Pool	California Local Agency Investment Fund (LAIF)			1,877,228.84			1,877,228.84		3.590 %		1,877,228.84	
Cash	UBS Deposit Account			307,261.09			307,261.09	0.100 %			307,261.09	
Cash	UBS Select Government Institutional Fund						0.00	5.230 %			0.00	
Cash	FNC Dreyfus Government Cash			1,825,762.15			1,825,762.15	5.240 %			1,828,984.07	
CD	DMB Community Bank	23322GK30	05-12-2023	240,000.00			240,000.00	5.000 %	5.000 %	01-12-2024	239,978.40	558.91
CD	One Source Federal Credit Union	32056DAA5	07-14-2023	245,000.00			245,000.00	5.500 %	5.500 %	01-16-2024	245,034.30	627.60
CD	Affinity Credit Union	00832KBH1	02-01-2023	245,000.00			245,000.00	5.000 %	5.000 %	02-01-2024	244,919.15	939.72
CD	First Technology Credit Union	33715LEM8	02-03-2023	245,000.00			245,000.00	5.000 %	5.000 %	02-02-2024	244,916.70	872.59
CD	Consumer CU	21050BAJ9	08-05-2022	245,000.00			245,000.00	3.150 %	3.150 %	02-05-2024	244,485.50	507.44
CD	Evansville Teachers FCU	299547BC2	08-05-2022	245,000.00			245,000.00	3.200 %	3.200 %	02-05-2024	244,539.40	531.62
CD	Citibank	17312Q2K4	12-10-2019	245,000.00	2,601.03	10,516.80	258,117.83	3.100 %	2.019 %	02-07-2024	244,365.45	2,996.37
CD	Golden Bank, NA	38081GAS5	08-12-2022	245,000.00			245,000.00	3.000 %	3.000 %	02-12-2024	244,345.85	382.60
CD	Bell Bank	07815ADA2	05-11-2023	240,000.00			240,000.00	5.050 %	5.050 %	02-12-2024	239,928.00	597.69
CD	City & County Credit Union	177517AA7	08-15-2022	245,000.00			245,000.00	3.150 %	3.150 %	02-15-2024	244,348.30	338.30
CD	Cooperative Choice Network Cre	21686QAE9	02-23-2023	245,000.00			245,000.00	5.100 %	5.100 %	02-23-2024	244,897.10	273.86
CD	Simmons Bank	82869ADN2	06-13-2023	240,000.00			240,000.00	5.300 %	5.300 %	03-13-2024	239,976.00	627.29
CD	Merrick Bank	59013KGP5	03-31-2020	240,000.00			240,000.00	1.150 %	1.150 %	03-28-2024	237,912.00	324.16
CD	Goldman Sachs Bank	38150VGW4	04-12-2023	237,000.00			237,000.00	4.800 %	4.800 %	04-11-2024	236,597.10	8,196.95
CD	CIBC Bank	12547CBA5	04-14-2023	237,000.00			237,000.00	4.800 %	4.800 %	04-12-2024	236,597.10	8,134.62
CD	Liberty Federal Credit Union	53052LAS8	04-27-2023	245,000.00			245,000.00	5.000 %	5.000 %	04-29-2024	244,710.90	939.72
CD	Truist Bank	89788HEE9	05-05-2023	240,000.00			240,000.00	5.050 %	5.050 %	05-03-2024	239,760.00	7,902.91
CD	Desert First Credit Union	25036MAA4	05-10-2023	240,000.00			240,000.00	5.100 %	5.100 %	05-10-2024	239,805.60	637.15
CD	Raiz Federal Credit Union	75102EAN8	05-24-2023	245,000.00			245,000.00	5.200 %	5.200 %	05-24-2024	244,916.70	244.33
CD	Hancock Whitney Bank	41024LBR9	05-25-2023	237,000.00			237,000.00	5.250 %	5.250 %	05-24-2024	236,966.82	7,499.59
CD	Bank of Hope	062683HX8	05-26-2023	237,000.00			237,000.00	5.200 %	5.200 %	05-24-2024	236,921.79	7,394.40
CD	I. H. Mississippi Valley Credit U	44963KAE8	05-30-2023	237,000.00			237,000.00	5.200 %	5.200 %	05-29-2024	236,933.64	7,259.34
CD	Global Federal Credit Union	37892MAG9	05-30-2023	245,000.00			245,000.00	5.150 %	5.150 %	05-30-2024	245,031.85	35.58
CD	Renasant Bank	759701BT1	06-30-2023	236,000.00			236,000.00	5.300 %	5.300 %	05-30-2024	236,054.28	6,305.40
CD	Frick Financial Federal Credit Un	35834MAA7	06-12-2023	240,000.00			240,000.00	5.300 %	5.300 %	06-12-2024	240,076.80	662.14
CD	Oregon Community Credit Union	68584JAC3	06-21-2023	245,000.00			245,000.00	5.450 %	5.450 %	06-20-2024	245,279.30	365.82
CD	Blupeak Credit Union	09644EAA0	06-28-2023	245,000.00			245,000.00	5.500 %	5.500 %	06-28-2024	245,369.95	110.75
CD	JP Morgan Chase	46656MEM9	06-30-2023	236,000.00			236,000.00	5.450 %	5.450 %	06-28-2024	236,155.76	6,483.86
CD	Western Alliance Bank	95763PNZ0	07-07-2023	236,000.00			236,000.00	5.350 %	5.350 %	07-05-2024	236,198.24	6,122.75
CD	Partners 1st Federal Credit Union	70215UAA5	07-17-2023	245,000.00			245,000.00	5.500 %	5.500 %	07-17-2024	245,276.85	443.00
CD	Metro Credit Union	59161YAZ9	07-19-2023	245,000.00			245,000.00	5.500 %	5.500 %	07-19-2024	245,418.95	1,033.70
CD	INS Bank	45776NEY8	08-05-2022	245,000.00			245,000.00	3.150 %	3.150 %	08-05-2024	242,187.40	549.74
CD	Barclays Bank	06740KRC3	08-10-2022	245,000.00			245,000.00	3.300 %	3.300 %	08-12-2024	242,302.55	3,123.23
CD	Austin Telco FCU	052392BM8	08-12-2022	245,000.00			245,000.00	3.400 %	3.400 %	08-12-2024	242,478.95	639.00
CD	Triad Business Bank	89580DAK8	08-12-2022	245,000.00			245,000.00	3.100 %	3.100 %	08-12-2024	242,018.35	395.36
CD	Visions Federal Credit Union	92838DAB2	08-30-2023	245,000.00			245,000.00	5.750 %	5.750 %	08-29-2024	245,908.95	1,119.28
CD	First Source Federal Credit Union	33651FAK5	06-15-2023	240,000.00			240,000.00	5.400 %	5.400 %	09-16-2024	240,477.60	1,065.21

QUARTERLY INVESTMENT REPORT

For the Quarter Ending December 31, 2023

LIST of INVESTMENTS

Security	Bank or Corporate Name	CUSIP	Purchase Date	A Face Value	B Accrued Interest	C Premium/(Discount)	D=A+B+C Purchase Price	Interest Rate	Yield to Maturity	Maturity Date	Market Value	Accrued Interest
CD	Charles Schwab Bank	15987UAX6	03-23-2023	245,000.00			245,000.00	5.350 %	5.350 %	09-23-2024	244,818.70	3,483.36
CD	Telco Community Credit	87920MAA3	09-22-2023	245,000.00			245,000.00	5.700 %	5.700 %	09-23-2024	245,918.75	267.83
CD	Morgan Stanley Bank	61690ULQ1	12-10-2019	245,000.00	798.43	(764.40)	245,034.03	1.950 %	2.018 %	10-10-2024	239,063.65	1,047.13
CD	Lone Star Capital Bank	542249BQ9	04-10-2023	245,000.00			245,000.00	4.750 %	4.750 %	10-10-2024	244,294.40	669.55
CD	Wells Fargo	949763L95	12-10-2019	245,000.00	316.49	353.34	245,669.83	2.050 %	2.019 %	10-17-2024	239,097.95	165.13
CD	Greenstate Credit Union	39573LDX3	04-28-2023	245,000.00			245,000.00	4.950 %	4.950 %	10-28-2024	244,659.45	930.33
CD	Workers FCU	98198MBQ2	04-28-2023	245,000.00			245,000.00	5.000 %	5.000 %	10-28-2024	244,730.50	33.56
CD	Morgan Stanley Private Bank	61760A383	12-10-2019	245,000.00	255.07	(1,372.00)	243,883.07	1.900 %	2.019 %	11-20-2024	238,115.50	497.37
CD	Altra Federal Credit Union	02208XAD5	06-09-2023	240,000.00			240,000.00	5.250 %	5.250 %	12-09-2024	240,208.80	759.45
CD	BellCo Credit Union	07833EAK3	01-26-2023	245,000.00			245,000.00	5.000 %	5.000 %	01-27-2025	244,693.75	100.69
CD	Spokane Teachers Credit Union	849061AC0	07-28-2023	245,000.00			245,000.00	5.450 %	5.450 %	01-28-2025	246,332.80	37.92
CD	General Electric Credit Union	369674CC8	07-29-2022	245,000.00			245,000.00	3.450 %	3.450 %	01-29-2025	240,700.25	648.41
CD	Direct FCU	25460FDN3	08-09-2022	245,000.00			245,000.00	3.250 %	3.250 %	02-10-2025	240,075.50	436.29
CD	Technology Credit Union	87868YAJ2	02-24-2023	245,000.00			245,000.00	5.000 %	5.000 %	02-24-2025	244,666.80	1,006.85
CD	American Express National Bank	02589AB27	03-24-2020	240,000.00			240,000.00	1.100 %	1.100 %	03-24-2025	228,705.60	694.36
CD	UBS Bank	90348JTH3	03-25-2020	240,000.00			240,000.00	1.250 %	1.250 %	03-25-2025	229,010.40	32.88
CD	BMW Bank	05580AVR2	03-26-2020	240,000.00			240,000.00	1.250 %	1.250 %	03-25-2025	229,087.20	772.60
CD	Live Oak Banking Company	538036LD4	03-31-2020	240,000.00			240,000.00	1.400 %	1.400 %	03-31-2025	229,353.60	257.76
CD	Celtic Bank	15118RUR6	04-02-2020	240,000.00			240,000.00	1.350 %	1.350 %	04-02-2025	229,161.60	239.66
CD	Discover Bank	254673A22	04-02-2020	245,000.00			245,000.00	1.550 %	1.550 %	04-02-2025	234,587.50	915.56
CD	R.I.A. Federal Credit Union	749622BL9	10-04-2023	245,000.00			245,000.00	5.650 %	5.650 %	04-04-2025	246,764.00	1,023.97
CD	Pacific Western Bank	69506YYB9	04-05-2023	243,000.00			243,000.00	5.500 %	5.500 %	04-07-2025	243,162.81	3,185.63
CD	Capital One Bank (USA)	14042TDD6	04-08-2020	245,000.00			245,000.00	1.600 %	1.600 %	04-08-2025	234,621.80	880.65
CD	Capital One National Association	14042RPG0	04-08-2020	245,000.00			245,000.00	1.600 %	1.600 %	04-08-2025	234,621.80	880.65
CD	Veridian Credit Union	92348DAC3	04-24-2023	245,000.00			245,000.00	4.800 %	4.800 %	04-24-2025	244,252.75	902.13
CD	Utah Community Credit Union	917352AB2	04-26-2023	245,000.00			245,000.00	4.800 %	4.800 %	04-28-2025	244,291.95	96.65
CD	State Bank of India	856285TF8	04-29-2020	245,000.00			245,000.00	1.600 %	1.600 %	04-29-2025	234,232.25	676.60
CD	Freedom First Credit Union	35638CAJ8	07-12-2023	245,000.00			245,000.00	5.000 %	5.000 %	07-14-2025	245,171.50	637.67
CD	California Credit Union	130162AW0	07-19-2023	243,000.00			243,000.00	5.400 %	5.400 %	07-21-2025	244,555.20	5,859.96
CD	Farmers Insurance Group Federal	30960QAR8	07-26-2023	245,000.00			245,000.00	5.400 %	5.400 %	07-28-2025	246,717.45	36.23
CD	Synchrony Bank	87164XN51	07-29-2022	245,000.00			245,000.00	3.400 %	3.400 %	07-29-2025	239,276.80	3,491.76
CD	Beal Bank	07371DEA1	08-03-2022	245,000.00			245,000.00	3.200 %	3.200 %	07-30-2025	238,534.45	3,221.92
CD	GESA Federal Credit Union	37424PAG9	07-31-2023	245,000.00			245,000.00	5.500 %	5.500 %	07-31-2025	247,107.00	0.00
CD	Sallie Mae Bank	795451CB7	08-10-2022	245,000.00			245,000.00	3.350 %	3.350 %	08-11-2025	239,012.20	3,215.54
CD	Connexus CU	20825WAZ3	08-15-2022	245,000.00			245,000.00	3.400 %	3.400 %	08-15-2025	239,203.30	0.00
CD	Connexus CU	20825WAZ3	08-15-2022	245,000.00			245,000.00	3.400 %	3.400 %	08-15-2025	239,203.30	661.84
CD	Medallion Bank	58404DQF1	08-15-2022	245,000.00			245,000.00	3.250 %	3.250 %	08-15-2025	238,590.80	2,966.85
CD	EagleBank	27002YFE1	08-18-2022	245,000.00			245,000.00	3.300 %	3.300 %	08-18-2025	238,786.80	243.65
CD	Centris Federal Credit Union	15643VAE2	09-22-2023	245,000.00			245,000.00	5.600 %	5.600 %	09-22-2025	247,925.30	263.13
CD	Clearview Federal Credit Union	18508CAB8	09-29-2023	245,000.00			245,000.00	5.550 %	5.550 %	09-29-2025	247,815.05	74.51
CD	AmeriCU Credit Union	03065QAR9	10-12-2023	245,000.00			245,000.00	5.700 %	5.700 %	10-14-2025	248,542.70	650.42
CD	Capital Educators Credit Union	14008LAD8	04-19-2023	245,000.00			245,000.00	4.600 %	4.600 %	10-20-2025	243,944.05	30.87
CD	Rockland Federal Credit Union	77357DAA6	10-18-2023	245,000.00			245,000.00	5.750 %	5.750 %	10-20-2025	248,412.85	501.75
CD	NOVA UA Federal Credit Union	66989WAB1	12-22-2023	245,000.00			245,000.00	5.150 %	5.150 %	12-22-2025	246,695.40	311.12
CD	Assemblies of God Credit Union	044936AE2	12-28-2023	245,000.00			245,000.00	4.900 %	4.900 %	03-30-2026	245,416.50	98.67
CD	Members First Credit Union	58588NAA5	10-04-2023	245,000.00			245,000.00	5.600 %	5.600 %	04-06-2026	249,179.70	1,014.90

QUARTERLY INVESTMENT REPORT

For the Quarter Ending December 31, 2023

LIST of INVESTMENTS

Security	Bank or Corporate Name	CUSIP	Purchase Date	A Face Value	B Accrued Interest	C Premium/(Discount)	D=A+B+C Purchase Price	Interest Rate	Yield to Maturity	Maturity Date	Market Value	Accrued Interest
CD	Great Lakes Credit Union	390602AB6	06-16-2023	240,000.00			240,000.00	4.900 %	4.900 %	06-16-2026	240,352.80	483.29
CD	Ally Bank	02007GXG3	08-04-2022	245,000.00			245,000.00	3.450 %	3.450 %	08-04-2026	236,616.10	3,404.15
CD	Connex Federal Credit Union	208212BE9	09-29-2023	245,000.00			245,000.00	5.550 %	5.550 %	09-29-2026	249,292.40	0.00
CD	Hughes Federal Credit Union	444425AE2	09-29-2023	245,000.00			245,000.00	5.350 %	5.350 %	09-29-2026	248,033.10	71.82
CD	Lafayette Federal Credit Union	50625LBW2	12-13-2023	245,000.00			245,000.00	4.900 %	4.900 %	12-14-2026	245,000.00	592.03
CD	Dort Financial Credit Union	25844MBA5	06-20-2023	245,000.00			245,000.00	4.750 %	4.750 %	06-21-2027	244,598.20	350.72
CD	First Financial Bank	32022RSG3	08-01-2022	245,000.00			245,000.00	3.300 %	3.300 %	08-02-2027	233,034.20	620.21
CD	Comenity Bank	981993EL8	08-10-2022	200,000.00			200,000.00	3.500 %	3.500 %	08-10-2027	193,272.00	498.64
CD	Department of Commerce FCU	24951TAW5	09-18-2023	100,000.00	260.27	(2,000.00)	98,260.27	5.000 %	5.534 %	11-30-2027	101,017.00	13.70
CD	USAlliance Federal Credit Union	90352RCZ6	04-28-2023	245,000.00			245,000.00	4.650 %	4.650 %	04-28-2028	245,612.50	31.21
CD	Leaders Credit Union	52171MAJ4	06-30-2023	245,000.00			245,000.00	5.000 %	5.000 %	06-30-2028	249,757.90	973.28
CD	CY-Fair Federal Credit Union	23248UAC1	07-14-2023	245,000.00			245,000.00	5.300 %	5.300 %	07-14-2028	247,849.35	604.78
CD	Neighbors Federal Credit Union	64017ABA1	07-26-2023	245,000.00			245,000.00	5.000 %	5.000 %	07-26-2028	250,049.45	167.81
CD	Numerica Credit Union	67054NBK8	07-31-2023	245,000.00			245,000.00	5.100 %	5.100 %	07-31-2028	251,122.55	992.76
CD	Advia Credit Union	00782JAC6	09-27-2023	245,000.00			245,000.00	5.000 %	5.000 %	09-27-2028	250,857.95	134.25
CD	Empower Federal Credit Union	291916AB0	09-29-2023	245,000.00			245,000.00	5.100 %	5.100 %	09-29-2028	251,931.05	718.89
CD	Essential Federal Credit Union	29669XAU2	09-29-2023	245,000.00			245,000.00	5.100 %	5.100 %	09-29-2028	251,962.90	0.00
CD	Guardian Credit Union	40135GAA6	09-29-2023	245,000.00			245,000.00	5.100 %	5.100 %	09-29-2028	251,962.90	68.47
CD	Alliant Credit Union	01882MAH5	11-15-2023	248,000.00			248,000.00	5.350 %	5.350 %	11-15-2028	258,401.12	581.61
FHLB	Federal Home Loan Bank	3130AXDU9	10-18-2023	1,000,000.00		(9,570.00)	990,430.00	5.000 %	5.220 %	10-18-2028	999,520.00	17,500.00
Corp	HSBC	40434CAD7	03-22-2022	500,000.00	4,326.39	9,165.00	513,491.39	3.500 %	2.656 %	06-23-2024	495,355.00	291.65
Corp	Walt Disney	254687CZ7	03-23-2020	300,000.00	246.67	6,348.00	306,594.67	3.700 %	3.189 %	09-15-2024	296,685.00	3,206.67
Corp	JP Morgan Chase	46625HKC3	03-23-2020	500,000.00	2,604.17	(12,850.00)	489,754.17	3.125 %	3.710 %	01-23-2025	489,550.00	6,770.85
Corp	Barclays Bank PLC	06747PKV0	04-08-2020	500,000.00			500,000.00	3.250 %	3.250 %	04-08-2025	484,775.00	3,746.53
Corp	Bank of America	06048WK82	03-04-2021	1,000,000.00	633.33	(17,800.00)	982,833.33	0.600 %	1.115 %	01-26-2026	902,460.00	1,050.00
Corp	IBM	459200JG7	03-16-2021	400,000.00	1,035.00	40,984.00	442,019.00	3.450 %	1.296 %	02-19-2026	389,732.00	5,060.00
Corp	Apple	037833BY5	03-15-2021	745,000.00	1,479.65	73,606.00	820,085.65	3.250 %	1.083 %	02-23-2026	727,105.10	8,608.89
Corp	Exxon	30231GAT9	03-16-2021	350,000.00	443.77	30,380.00	380,823.77	3.043 %	1.144 %	03-01-2026	340,088.00	3,550.17
Corp	Caterpillar Financial Services	14913R2K2	03-04-2021	1,000,000.00	75.00	(2,350.00)	997,725.00	0.900 %	0.948 %	03-02-2026	926,820.00	2,925.00
Corp	Lowe's	540424AS7	04-30-2021	750,000.00	2,265.63	85,500.00	837,765.63	3.750 %	1.230 %	04-01-2026	730,305.00	6,875.02
Corp	BP Capital Markets Americas	10373QAT7	05-05-2021	1,500,000.00	129.96	126,675.00	1,626,804.96	3.119 %	1.365 %	05-04-2026	1,451,445.00	7,147.65
Corp	Bank of America	06048WL99	05-14-2021	1,500,000.00			1,500,000.00	1.400 %	1.400 %	05-14-2026	1,364,370.00	2,741.67
Corp	Morgan Stanley	61761J3R8	06-06-2022	300,000.00	3,359.38	(6,510.00)	296,849.38	3.125 %	3.694 %	07-27-2026	287,358.00	4,010.42
Corp	JP Morgan Chase	48128G6L9	03-28-2022	962,000.00	336.70	(2,405.00)	959,931.70	3.150 %	3.205 %	03-24-2027	891,735.52	8,164.98
FHLB	Federal Home Loan Bank	3130AV6F4	03-01-2023	1,000,000.00			1,000,000.00	5.250 %	5.250 %	03-01-2024	1,000,670.00	10,138.89
Treasury	United States of America	91282CCX7	03-30-2022	1,000,000.00	152.85	(50,780.00)	949,372.85	0.375 %	2.517 %	09-15-2024	968,440.00	1,081.70
				50,017,529.80	21,319.79	277,126.74	50,315,976.33				49,340,300.80	233,343.45

QUARTERLY INVESTMENT REPORT*For the Quarter Ending December 31, 2023***INVESTMENTS CALLED / MATURED / SOLD**

Security	Bank or Corporate Name	CUSIP	Purchase Date	A Face Value	B Accrued Interest	C Premium/ (Discount)	D=A+B+C Purchase Price	Interest Rate	Yield to Maturity	Sold Date	Sold Price	Maturity Date
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INVESTMENTS CALLED BACK by ISSUER

Zero investments CALLED BACK by ISSUER this quarter

INVESTMENTS MATURED

CD	Mountain America FCU	62384RAP1	10-14-2022	245,000.00			245,000.00	4.500 %	4.500 %	10-13-2023	245,000.00	10-13-2023
Treasury	United States of America	91282CDD0	02-03-2023	1,000,000.00	984.12	(30,650.00)	970,334.12	0.375 %	4.650 %	10-31-2023	1,000,000.00	10-31-2023
FFCB	Federal Farm Credit Bank	3133ENY46	01-26-2023	1,000,000.00	10,663.19	(780.00)	1,009,883.19	4.625 %	4.720 %	11-03-2023	1,000,000.00	11-03-2023
CD	Leader Bank, National Assoc	52168UJH6	05-05-2023	240,000.00			240,000.00	5.050 %	5.050 %	11-06-2023	240,000.00	11-06-2023
CD	U.S. Bank National Associat	90354KBK3	05-10-2023	240,000.00			240,000.00	5.050 %	5.050 %	11-10-2023	240,000.00	11-10-2023
CD	Ameris Bank	03077CDE2	06-09-2023	240,000.00			240,000.00	5.300 %	5.300 %	12-11-2023	240,000.00	12-11-2023
CD	TCT Federal Credit Union	87235DAW5	06-28-2023	245,000.00			245,000.00	5.500 %	5.500 %	12-28-2023	245,000.00	12-28-2023

INVESTMENTS SOLD by CITY of CALABASAS

Zero investments SOLD by CITY of CALABASAS this quarter

QUARTERLY INVESTMENT REPORT

For the Quarter Ending December 31, 2023

CASH EARNINGS POSTED THREE ^{1/2} FISCAL YEARS

	<i>FY 2020 - 21</i>			<i>FY 2021 - 22</i>			<i>FY 2022 - 23</i>			<i>FY 2023 - 24</i>		
	Monthly	Fiscal Year to Date	Quarterly	Monthly	Fiscal Year to Date	Quarterly	Monthly	Fiscal Year to Date	Quarterly	Monthly	Fiscal Year to Date	Quarterly
July	127,787	127,787		42,410	42,410		71,175	71,175		107,634	107,634	
August	10,519	138,306		24,712	67,122		26,301	97,477		193,044	300,678	
September	43,937	182,243	182,243	19,826	86,948	86,948	47,009	144,485	144,485	144,537	445,215	445,215
October	75,487	257,730		50,663	137,611		104,828	249,313		161,208	606,423	
November	31,766	289,497		54,588	192,199		63,909	313,222		149,323	755,746	
December	7,200	296,697	114,454	1,552	193,751	106,803	21,380	334,602	190,117	82,431	838,177	392,962
January	54,358	351,054		33,779	227,530		86,711	421,313				
February	5,455	356,509		24,708	252,238		140,659	561,972				
March	28,544	385,053	88,356	19,669	271,907	78,155	64,673	626,645	292,043			
April	50,371	435,424		54,092	325,998		102,111	728,756				
May	28,022	463,446		54,580	380,579		105,662	834,418				
June	1,927	465,373	80,320	21,917	402,495	130,589	76,077	910,495	283,850			
TOTAL	465,373		465,373	402,495		402,495	910,495		910,495	838,177		838,177



CITY of CALABASAS

CITY COUNCIL AGENDA REPORT

DATE: JANUARY 10, 2024

TO: HONORABLE MAYOR AND COUNCILMEMBERS

FROM: RON AHLERS, CHIEF FINANCIAL OFFICER 

**SUBJECT: CONSIDER LOS ANGELES COUNTY METROPOLITAN
TRANSPORTATION AUTHORITY (LA METRO) AUDIT AND OTHER
AUDIT REPORTS FOR FISCAL YEAR (FY) ENDED JUNE 30, 2023**

MEETING DATE: JANUARY 24, 2024

SUMMARY RECOMMENDATION:

The following reports are submitted to the Council for your review and approval:

- City of Calabasas Annual Financial Report of its Proposition A, Proposition C, Measure R, Measure M, Transportation Development Act Article 3 Funds As of and for the Years ended June 30, 2023 and 2022
- Independent Auditor's Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with Government Auditing Standards
- Independent Auditor's Report on Internal Control Over Compliance Required by the Guidelines

BACKGROUND:

Los Angeles County Metropolitan Transportation conducted its annual independent audit the City of Calabasas (City) transit funds for FY 2023 and FY 2022 and produced the annual financial report. The audit firm of Vasquez and Company, Certified Public Accountants conducted the annual audit and with staff assistance prepared the required financial statements. The City received an unqualified opinion.

DISCUSSION/ANALYSIS:

Pages 4-22 of the attached report detail the city's transit funds that comprise the LA Metro financial report: Proposition A, Proposition C, Measure R, Measure M and Transportation Development Act article 3. Pages 23-27 detail the notes to the financial report.

Independent Auditors' Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with Government Auditing Standards

Pages 28-29 is the Internal Control report. The report states at the bottom of page 28, "during our audit, we did not identify any deficiencies in internal control that we consider to be material weaknesses."

Independent Auditors' Report on Compliance and on Internal Control Over Compliance Required by the Guidelines

Pages 30-41 is the Compliance report. The report noted one finding. This finding, page 41, relates to the Annual Expenditure Report and the City missing the filing date. The City agrees with the finding and will ensure that all reporting is completed by October 15 each year.

FISCAL IMPACT/SOURCE OF FUNDING:

None.

REQUESTED ACTION:

Staff recommends the City Council receive and file the following LA Metro reports for fiscal year ended June 30, 2023:

- City of Calabasas Annual Financial Report of its Proposition A, Proposition C, Measure R, Measure M, Transportation Development Act Article 3 Funds As of and for the Years ended June 30, 2023 and 2022
- Independent Auditor's Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with Government Auditing Standards
- Independent Auditor's Report on Internal Control Over Compliance Required by the Guidelines

ATTACHMENTS:

1. City of Calabasas Annual Financial Report of its Proposition A, Proposition C, Measure R, Measure M, Transportation Development Act Article 3 Funds As of and for the Years ended June 30, 2023 and 2022; Independent Auditor's Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with *Government Auditing Standards*; Independent Auditor's Report on Internal Control Over Compliance Required by the Guidelines



MetroTM

**City of Calabasas
Annual Financial Report of its**

**Proposition A Local Return Fund
Proposition C Local Return Fund
Measure R Local Return Fund
Measure M Local Return Fund
Transportation Development Act Article 3 Fund**

**As of and for the Years Ended June 30, 2023 and 2022
with Independent Auditor's Report**



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FINANCIAL SECTION



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Independent Auditor's Report

**To the Honorable Members of the City Council of the
City of Calabasas, California and the
Los Angeles County Metropolitan Transportation Authority**

Report on the Audit of the Financial Statements

Opinions

We have audited the accompanying financial statements of the Proposition A Local Return Fund, the Proposition C Local Return Fund, the Measure R Local Return Fund, the Measure M Local Return Fund and the Transportation Development Act Article 3 Fund (collectively, the Funds) of the City of Calabasas, California (the City) which comprise the Funds' balance sheets as of June 30, 2023 and 2022, the related statements of revenues, expenditures and changes in fund balances for the years then ended, and the related notes to the Funds financial statements, as listed in the table of contents.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the Proposition A Local Return Fund, the Proposition C Local Return Fund, the Measure R Local Return Fund, the Measure M Local Return Fund and the Transportation Development Act Article 3 Fund of the City of Calabasas, California as of June 30, 2023 and 2022, and the respective changes in financial position for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinions

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS) and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the City and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.



Emphasis of Matter

As discussed in Note 2, the financial statements present only the Proposition A Local Return Fund, the Proposition C Local Return Fund, the Measure R Local Return Fund, the Measure M Local Return Fund and the Transportation Development Act Article 3 Fund of the City of Calabasas, California, and do not purport to, and do not, present fairly the financial position of the City as of June 30, 2023 and 2022, and the changes in its financial position for the years then ended in accordance with accounting principles generally accepted in the United States of America. Our opinion is not modified with respect to this matter.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the City's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.



We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Supplementary Information

Our audits were conducted for the purpose of forming opinions on each of the Funds' financial statements as a whole. The supplementary information identified in the table of contents is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the Funds' basic financial statements. The information has been subjected to the auditing procedures applied in the audit of the Funds' basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the Funds' basic financial statements or to the Funds' basic financial statements themselves, and other additional procedures in accordance with GAAS. In our opinion, the supplementary information is fairly stated, in all material respects, in relation to each of the Funds' basic financial statements as a whole.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated December 20, 2023 on our consideration of the City's internal control over the Funds' financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over the Funds' financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the City's internal control over the Funds' financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the City's internal control over the Funds' financial reporting and compliance.

Vasquez & Company LLP

Glendale, California
December 20, 2023

**City of Calabasas
Proposition A Local Return Fund
Balance Sheets**

		June 30	
		2023	2022
ASSETS			
Cash and investments	\$	1,204,102	\$ 1,153,177
Interest receivable		1,180	1,113
Total assets	\$	<u>1,205,282</u>	<u>\$ 1,154,290</u>
LIABILITIES AND FUND BALANCE			
Liabilities			
Accounts payable	\$	31	\$ 3
Accrued payroll		1,173	2,783
Total liabilities		<u>1,204</u>	<u>2,786</u>
Fund balance			
Restricted		1,204,078	1,151,504
Total fund balance		<u>1,204,078</u>	<u>1,151,504</u>
Total liabilities and fund balance	\$	<u>1,205,282</u>	<u>\$ 1,154,290</u>

See notes to Funds financial statements.

City of Calabasas
Proposition A Local Return Fund
Statements of Revenues, Expenditures and Changes in Fund Balance

		Years ended June 30	
		2023	2022
Revenues			
Proposition A	\$	639,796	\$ 610,946
Interest income		28,508	2,325
Total revenues		668,304	613,271
Expenditures			
Various projects		615,730	422,183
Total expenditures		615,730	422,183
Excess of revenues over expenditures		52,574	191,088
Fund balance at beginning of year		1,151,504	960,416
Fund balance at end of year	\$	1,204,078	\$ 1,151,504

See notes to Funds financial statements.

City of Calabasas
Proposition A Local Return Fund
Supplementary Information
Schedule of Expenditures – Actual and Metro Approved Project Budget
Year ended June 30, 2023
(With Comparative Actuals for 2022)

Project Code	Project Name	2023			2022 Actual
		Metro Budget	Actual	Variance Positive (Negative)	
110	Flexible Route Shuttle	\$ 110,000	\$ 117,498	\$ (7,498)	\$ 94,739
110	Old Town Calabasas/Commons Trolley	10,000	12,300	(2,300)	24,457
110	Public Transit Fueling	43,000	45,568	(2,568)	36,086
110	JARC Grant Local Match Funding	95,000	99,857	(4,857)	76,055
130	Dial-A-Ride	150,000	162,126	(12,126)	100,275
140	Summer Beach Bus	20,000	22,000	(2,000)	1,529
140	Calabasas Pumpkin Festival	1,100	1,295	(195)	-
175	Shuttle Redesign	8,000	-	8,000	-
180	Vehicle and Miscellaneous Equipment	15,000	22,941	(7,941)	18,678
180	Title VI Program Update	9,000	9,000	-	-
280	Transit Marketing	100	-	100	-
610	Direct Administration	115,000	123,145	(8,145)	70,364
	Total expenditures	\$ 576,200	\$ 615,730	\$ (39,530)	\$ 422,183

See independent auditor's report.

City of Calabasas
Proposition A Local Return Fund
Supplementary Information
Schedule of Capital Assets
Year ended June 30, 2023

<u>Date</u> <u>Acquired</u>	<u>Description</u>	<u>Balance</u> <u>July 1,</u> <u>2022</u>	<u>Additions</u>	<u>Deletions</u>	<u>Balance</u> <u>June 30,</u> <u>2023</u>
Mar-17	2016 30-Pass Glaval Entourage Van (VIN#...8798)	\$ 98,252	\$ -	\$ -	\$ 98,252
Mar-17	2016 30-Pass Glaval Entourage Van (VIN#...4817)	98,252	-	-	98,252
	Total	\$ 196,504	\$ -	\$ -	\$ 196,504

See independent auditor's report.

**City of Calabasas
Proposition C Local Return Fund
Balance Sheets**

		June 30	
		2023	2022
ASSETS			
Cash and investments	\$	872,842	\$ 762,217
Interest receivable		820	692
Total assets	\$	873,662	\$ 762,909
LIABILITIES AND FUND BALANCE			
Liabilities			
Accrued payroll	\$	1,173	\$ 2,389
Accounts payable		32	-
Total liabilities		1,205	2,389
Fund balance			
Restricted		872,457	760,520
Total fund balance		872,457	760,520
Total liabilities and fund balance	\$	873,662	\$ 762,909

See notes to Funds financial statements.

City of Calabasas
Proposition C Local Return Fund
Statements of Revenues, Expenditures and Changes in Fund Balance

	Years ended June 30	
	2023	2022
Revenues		
Proposition C	\$ 530,692	\$ 506,767
Interest income	18,320	1,497
Total revenues	549,012	508,264
Expenditures		
Various projects	437,075	336,821
Total expenditures	437,075	336,821
Excess of revenues over expenditures	111,937	171,443
Fund balance at beginning of year	760,520	589,077
Fund balance at end of year	\$ 872,457	\$ 760,520

See notes to Funds financial statements.

City of Calabasas
Proposition C Local Return Fund
Supplementary Information
Schedule of Expenditures – Actual and Metro Approved Project Budget
Year ended June 30, 2023
(With Comparative Actuals for 2022)

Project Code	Project Name	2023			2022 Actual
		Metro Budget	Actual	Variance Positive (Negative)	
110	Flexible Route Shuttle	\$ 90,000	\$ 96,718	\$ (6,718)	75,624
110	Old Town Calabasas/Commons Trolley	30,000	24,799	5,201	19,393
110	Public Transit Fueling	32,000	37,571	(5,571)	28,823
110	JARC Grant Local Match Funding	95,000	82,052	12,948	60,578
130	Dial-A-Ride	95,000	78,830	16,170	80,091
140	Summer Beach Bus	5,000	4,181	819	1,224
140	Calabasas Pumpkin Festival	1,100	796	304	-
180	Vehicle and Miscellaneous Equipment	37,000	24,713	12,287	14,951
280	Transit Marketing for Calabasas Trolley	100	-	100	-
620	Direct Administration	105,000	87,415	17,585	56,137
705	Annual Resurfacing Project	155,000	-	155,000	-
Total expenditures		\$ 645,200	\$ 437,075	\$ 208,125	\$ 336,821

See independent auditor's report.

City of Calabasas
Proposition C Local Return Fund
Supplementary Information
Schedule of Capital Assets
Year ended June 30, 2023

Date Acquired	Description	Balance July 1, 2022	Additions	Deletions	Balance June 30, 2023
Jun-03	2 Transit Buses	\$ 21,381	\$ -	\$ -	21,381
Jun-04	3 Transit Buses	32,753	-	-	32,753
Aug-04	Gas Powered Trolley	16,258	-	-	16,258
Jun-05	30 Passenger Bus (2)	43,460	-	-	43,460
Mar-06	El Dorado Van	10,139	-	-	10,139
Sep-10	2010 Chevy Titan 29' Shuttle (VIN #...3245)	4,464	-	-	4,464
Sep-10	2010 Chevy Titan 29' Shuttle (VIN #...2683)	4,464	-	-	4,464
Jun-20	2019 Glaval Entourage Bus (VIN #...0629)	79,236	-	-	79,236
Jun-20	2019 Glaval Entourage Bus (VIN #...0631)	79,236	-	-	79,236
Total		\$ 291,391	\$ -	\$ -	\$ 291,391

See independent auditor's report.

**City of Calabasas
Measure R Local Return Fund
Balance Sheets**

		June 30	
		2023	2022
ASSETS			
Cash and investments		\$ -	\$ -
	Total assets	\$ -	\$ -
LIABILITIES AND FUND DEFICIT			
Liabilities			
Accounts payable		\$ 9	\$ 17
Accrued payroll		342	1,880
Due to general fund		96,560	486,702
	Total liabilities	96,911	488,599
Fund deficit			
Restricted		(96,911)	(488,599)
	Total fund deficit	(96,911)	(488,599)
	Total liabilities and fund deficit	\$ -	\$ -

See notes to Funds financial statements.

City of Calabasas
Measure R Local Return Fund
Statements of Revenues, Expenditures and Changes in Fund Balance

	Years ended June 30	
	2023	2022
Revenues		
Measure R	\$ 397,905	\$ 380,014
Interest loss	(6,217)	(986)
Total revenues	391,688	379,028
 Expenditures		
Various projects	-	357,979
Total expenditures	-	357,979
 Excess of revenues over expenditures	 391,688	 21,049
Fund deficit at beginning of year	(488,599)	(509,648)
Fund deficit at end of year	\$ (96,911)	\$ (488,599)

See notes to Funds financial statements.

City of Calabasas
Measure R Local Return Fund
Supplementary Information
Schedule of Expenditures – Actual and Metro Approved Project Budget
Year ended June 30, 2023
(With Comparative Actuals for 2022)

Project Code	Project Name	2023		Variance Positive (Negative)	2022 Actual
		Metro Budget	Actual		
110	Public Transit Fueling	\$ -	\$ -	\$ -	\$ 9,968
110	Flexible Route Shuttle	-	-	-	26,171
110	Old Town Calabasas/Commons Trolley	-	-	-	6,448
110	JARC Grant Local Match Funding	-	-	-	20,814
130	Dial-A-Ride	-	-	-	27,699
140	Summer Beach Bus	-	-	-	413
180	Vehicle and Misc. Equipment	-	-	-	5,171
270	Rondell Park and Ride	-	-	-	201,632
630	Direct Administration	-	-	-	59,663
715	Sidewalk Repair and Replacement	500,000	-	500,000	-
	Total expenditures	\$ 500,000	\$ -	\$ 500,000	\$ 357,979

See independent auditor's report.

City of Calabasas
Measure R Local Return Fund
Supplementary Information
Schedule of Capital Assets
Year ended June 30, 2023

Date Acquired	Description	Balance July 1, 2022	Additions	Deletions	Balance June 30, 2023
N/A	None	\$ -	\$ -	\$ -	\$ -
Total		\$ -	\$ -	\$ -	\$ -

See independent auditor's report.

**City of Calabasas
Measure M Local Return Fund
Balance Sheets**

		June 30	
		2023	2022
ASSETS			
Cash and investments		\$ 65,122	\$ -
Total assets		\$ 65,122	\$ -
LIABILITIES AND FUND BALANCE (DEFICIT)			
Liabilities			
Accounts payable		\$ 26	\$ 30
Accrued payroll		966	3,715
Due to general fund		-	378,896
Total liabilities		992	382,641
Fund balance (deficit)			
Restricted		64,130	(382,641)
Total fund balance (deficit)		64,130	(382,641)
Total liabilities and fund balance (deficit)		\$ 65,122	\$ -

See notes to Funds financial statements.

City of Calabasas
Measure M Local Return Fund
Statements of Revenues, Expenditures and Changes in Fund Balance

		<u>Years ended June 30</u>	
		<u>2023</u>	<u>2022</u>
Revenues			
Measure M	\$	450,115	\$ 430,030
Interest loss		(3,344)	(926)
Total revenues		<u>446,771</u>	<u>429,104</u>
Expenditures			
Various projects		-	249,934
Total expenditures		<u>-</u>	<u>249,934</u>
Excess of revenues over expenditures		446,771	179,170
Fund deficit at beginning of year		<u>(382,641)</u>	<u>(561,811)</u>
Fund balance (deficit) at end of year	\$	<u>64,130</u>	\$ <u>(382,641)</u>

See notes to Funds financial statements.

City of Calabasas
Measure M Local Return Fund
Supplementary Information
Schedule of Expenditures – Actual and Metro Approved Project Budget
Year ended June 30, 2023
(With Comparative Actuals for 2022)

Project Code	Project Name	2023			2022 Actual
		Metro Budget	Actual	Variance Positive (Negative)	
270	Rondell Park & Ride	\$ -	-	\$ -	208,278
640	Direct Administration	-	-	-	41,656
705	Guardrail Replacement	30,000	-	30,000	-
715	Las Virgenes Road Green Street Project	1,616,164	-	1,616,164	-
720	Guardrail Replacement	30,000	-	30,000	-
780	TDM & VMT Policy Study for City Impact Analysis	250,000	-	250,000	-
Total expenditures		\$ 1,926,164	\$ -	\$ 1,926,164	\$ 249,934

See independent auditor's report.

City of Calabasas
Measure M Local Return Fund
Supplementary Information
Schedule of Capital Assets
Year ended June 30, 2023

Date Acquired	Description	Balance July 1, 2022	Additions	Deletions	Balance June 30, 2023
N/A	None	\$ -	\$ -	\$ -	\$ -
Total		\$ -	\$ -	\$ -	\$ -

See independent auditor's report.

**City of Calabasas
 Transportation Development Act Article 3 Fund
 Pursuant to Public Utilities Code Section 99234
 Balance Sheets**

		June 30	
		2023	2022
ASSETS			
Due from Metro		\$ 29,834	\$ 15,324
	Total assets	\$ 29,834	\$ 15,324
LIABILITIES AND FUND DEFICIT			
Liabilities			
Due to general fund		\$ 59,668	\$ 30,648
	Total liabilities	59,668	30,648
Fund deficit			
Restricted		(29,834)	(15,324)
	Total fund deficit	(29,834)	(15,324)
	Total liabilities and fund deficit	\$ 29,834	\$ 15,324

See notes to Funds financial statements.

City of Calabasas
Transportation Development Act Article 3 Fund
Pursuant to Public Utilities Code Section 99234
Statements of Revenues, Expenditures and Changes in Fund Balance

	Years ended June 30	
	2023	2022
Revenues		
Intergovernmental Allocations:		
Article 3	\$ 7,455	\$ 5,495
Investment gain (loss)	(970)	141
Total revenues	6,485	5,636
Expenditures		
Tree Trimming/Removal Along Bike Lanes	20,995	6,955
Total expenditures	20,995	6,955
Deficiency of revenues over expenditures	(14,510)	(1,319)
Fund deficit at beginning of year	(15,324)	(14,005)
Fund balance deficit at end of year	\$ (29,834)	\$ (15,324)

See notes to Funds financial statements.

City of Calabasas
Transportation Development Act Article 3 Fund
Pursuant to Public Utilities Code Section 99234
Supplementary Information
Schedule of Transportation Development Act Allocation for Specific Projects
Year ended June 30, 2023

Project Description	Program Year	Totals to Date		Unexpended Allocations	Project Status
		Allocations	Expenditures		
Local Allocations:					
Tree Trimming/Removal Along Bike Lanes	2023	\$ 7,455	\$ 20,995	\$ (13,540)	Ongoing
	Totals	<u>\$ 7,455</u>	<u>\$ 20,995</u>	(13,540)	
Investment loss				(970)	
Fund deficit at beginning of year				<u>(15,324)</u>	
Fund deficit at end of year				<u>\$ (29,834)</u>	

See independent auditor's report.

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Fund Accounting

The operations of the Proposition A Local Return Fund (PALRF), the Proposition C Local Return Fund (PCLRF), the Measure R Local Return Fund (MRLRF), the Measure M Local Return Fund (MMLRF) and the Transportation Development Act Article 3 Fund (TDAA3F) (collectively, the Funds) are accounted for in separate sets of self-balancing accounts that comprise their assets, liabilities, fund balance, revenues and expenditures.

PALRF and PCLRF represent 25% and 20%, respectively, of the ½ cent Proposition A and ½ cent Proposition C sales taxes which are distributed to the jurisdictions within Los Angeles County based on population and must be used exclusively for transportation related programs and projects.

MRLRF is derived from 15% of the county-wide ½ cent Measure R sales tax which is distributed to the jurisdictions within Los Angeles County based on a per capita basis and must be used exclusively for transportation purposes.

MMLRF is derived from 17% of the county-wide ½ cent Measure M sales tax which is distributed to the jurisdictions within Los Angeles County based on a per capita basis and must be used exclusively for transportation purposes.

TDAA3F is a Special Revenue Fund that accounts for the City's share of the Transportation Development Act Article 3 allocations which are legally restricted for specific purposes.

Basis of Accounting and Measurement Focus

The PALRF, PCLRF, MRLRF, MMLRF and TDAA3F are reported as Special Revenue Funds of the City and are accounted for using the modified accrual basis of accounting. Revenues are recognized when they become "susceptible to accrual", that is, measurable and available to finance expenditures of the current period. Expenditures are recorded when the liability is incurred.

Special Revenue Funds are reported on a spending or "financial flow" measurement focus. This means that generally, only current assets, current liabilities and deferred inflows and outflows of resources are included on their balance sheets. Statements of revenues, expenditures and changes in fund balances for Special Revenue Funds generally present increases (revenues and other financing sources) and decreases (expenditures and other financing uses) in net current assets.

Budgets and Budgetary Accounting

The budgeted amounts presented in this report for comparison to the actual amounts are based on budgets approved by Metro and are presented in accordance with accounting principles generally accepted in the United States of America.

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Fair Value Measurement

In accordance with GASB Statement No. 72, *Fair Value Measurement and Application*, the City categorizes its fair value measurement within the fair value hierarchy that is based on the valuation inputs used to measure the fair value of the investment. Level 1 inputs are quoted prices in active markets for identical investments; Level 2 inputs are significant other observable inputs; Level 3 inputs are significant unobservable inputs. Accordingly, the City reports its investments at fair value and recognizes unrealized gain (loss) on investments.

Refer to the City's Annual Comprehensive Financial Report (ACFR) for detailed disclosures regarding the City's investments policy and fair value measurement disclosures.

Fund Balance Reporting

Governmental Accounting Standards Board (GASB) Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*, establishes the fund balance classifications that comprise a hierarchy based primarily on the extent to which a government is bound to observe constraints imposed upon the use of the resources reported in governmental funds.

The PALRF, PCLRF, MRLRF, MMLRF and TDAA3F report the following fund balance classification as of June 30, 2023 and 2022:

- Restricted - Amounts that are constrained for specific purposes, which are externally imposed by providers, such as creditors, or amounts constrained due to constitutional provisions or enabling legislation. The use of the Funds' remaining fund balances is restricted for projects approved by Metro.

Information regarding the fund balance reporting policy adopted by the City is described in the City's ACFR.

NOTE 2 ANNUAL FINANCIAL STATEMENTS

The financial statements reflect only the financial position and results of operations of the PALRF, PCLRF, MRLRF, MMLRF and TDAA3F, and do not purport to, and do not present fairly the City's financial position as of June 30, 2023 and 2022, and the changes in its financial position for the years then ended in accordance with accounting principles generally accepted in the United States of America.

NOTE 3 PROPOSITION A AND PROPOSITION C LOCAL RETURN COMPLIANCE REQUIREMENTS

The Proposition A Ordinance requires that Local Return (LR) funds be used exclusively to benefit public transit. Expenditures related to fixed route and paratransit services, Transportation Demand Management, Transportation Systems Management and fare subsidy programs that exclusively benefit transit are all eligible uses of Proposition A LR funds. Proposition A LR funds may also be traded with other Jurisdictions in exchange for general or other funds.

The Proposition C Ordinance directs that LR funds also be used to benefit public transit, as described above, but provides an expanded list of eligible project expenditures including Congestion Management Programs, bikeways and bike lanes, street improvements supporting public transit service, and Pavement Management System projects. Proposition C LR funds cannot be traded.

Proposition A and Proposition C LR funds must be expended within three years of the last day of the fiscal year in which funds were originally allocated.

In accordance with *Proposition A and Proposition C Local Return Program Guidelines*, funds received pursuant to these guidelines may only be used for Proposition A and Proposition C Local Return approved programs. See accompanying Compliance Matrix.

NOTE 4 MEASURE R LOCAL RETURN COMPLIANCE REQUIREMENTS

The Measure R Ordinance specifies that LR funds be used exclusively for transportation purposes.

Measure R LR funds must be expended within five years of the first day of the fiscal year in which funds were originally allocated or received.

In accordance with *Measure R Local Return Program Guidelines*, funds received pursuant to these guidelines may only be used for Measure R Local Return approved programs. See accompanying Compliance Matrix.

NOTE 5 MEASURE M LOCAL RETURN COMPLIANCE REQUIREMENTS

Measure M was approved by the voters of Los Angeles County on November 8, 2016 to improve transportation and ease traffic congestion consistent with the Los Angeles County Traffic Improvement Plan Ordinance approved by the Metro Board of Directors on June 23, 2016. The Measure M Ordinance specifies that LR funds be used exclusively for transportation purposes.

NOTE 5 MEASURE M LOCAL RETURN COMPLIANCE REQUIREMENTS (CONTINUED)

Measure M LR funds must be expended within five years of the first day of the fiscal year in which funds were originally allocated or received.

In accordance with *Measure M Local Return Program Guidelines*, funds received pursuant to these guidelines may only be used for Measure M Local Return approved programs. See accompanying Compliance Matrix.

NOTE 6 TRANSPORTATION DEVELOPMENT ACT COMPLIANCE REQUIREMENTS

In accordance with *Public Utilities Code Section 99234*, funds received pursuant to this Code's section may only be used for activities relating to pedestrians and bicycle facilities. See accompanying Compliance Matrix.

NOTE 7 CASH AND INVESTMENTS

The PALRF, PCLRF, MRLRF, MMLRF and TDAA3F cash balances were pooled with various other City funds for deposit and investment purposes. The share of each fund in the pooled cash account was separately maintained and interest income was apportioned to the participating funds based on the relationship of their average quarterly balances to the total of the pooled cash and investments.

Please refer to the City's ACFR for a full description of risks relating to cash and investments.

NOTE 8 TRANSPORTATION DEVELOPMENT ACT ARTICLE 3 FUND REVENUE ALLOCATION

The revenue allocations for the years ended June 30, 2023 and 2022 consisted of the following:

	2023	2022
FY 2020/21 allocation	\$ 7,455	\$ 5,495
	\$ 7,455	\$ 5,495

NOTE 9 TRANSPORTATION DEVELOPMENT ACT ARTICLE 3 FUNDS RESERVED

In accordance with TDA Article 3 (SB821) Guidelines, funds which will not be spent during the fiscal year have been placed on reserve in the Local Transportation Fund (LTF) account with the County Auditor-Controller to be drawn down whenever the funds become eligible for a specific project and an approved drawdown request is received by Metro. As of June 30, 2023 and 2022, the City has funds on reserve as follows:

	2023	2022
FY 2020/21 allocation	\$ 409	\$ 7,864
FY 2021/22 allocation	17,730	17,730
FY 2022/23 allocation	22,922	-
Total reserve	\$ 41,061	\$ 25,594

For FY 2022/23, any TDA Article 3 funds left on reserve for FY 2018/19 or prior, are subject to lapse if not claimed by the City by June 30, 2023. There were no funds that lapsed in FY 2022/23.

NOTE 10 SUBSEQUENT EVENTS

The City has evaluated events subsequent to June 30, 2023 to assess the need for potential recognition or disclosure in the financial statements. Such events were evaluated through December 20, 2023, the date the financial statements were available to be issued. Based upon this evaluation, it was determined that no subsequent events occurred that require recognition or additional disclosure in the financial statements.



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**Independent Auditor's Report on Internal Control over Financial Reporting and
on Compliance and Other Matters Based on an Audit of Financial Statements
Performed in Accordance with *Government Auditing Standards***

**To the Honorable Members of the City Council of the
City of Calabasas, California and the
Los Angeles County Metropolitan Transportation Authority**

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the Proposition A Local Return Fund, the Proposition C Local Return Fund, the Measure R Local Return Fund, the Measure M Local Return Fund and the Transportation Development Act Article 3 Fund (collectively, the Funds) of the City of Calabasas, California (the City) as of and for the year ended June 30, 2023, and the related notes to the Funds financial statements, and have issued our report thereon dated December 20, 2023.

Report on Internal Control over Financial Reporting

In planning and performing our audit of the Funds' financial statements, we considered the City's internal control over the Funds' financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the Funds' financial statements, but not for the purpose of expressing an opinion on the effectiveness of the City's internal control. Accordingly, we do not express an opinion on the effectiveness of the City's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit, we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that were not identified.



Report on Compliance and Other Matters

As part of obtaining reasonable assurance about whether the City's Proposition A Local Return Fund, Proposition C Local Return Fund, Measure R Local Return Fund, Measure M Local Return Fund and Transportation Development Act Article 3 Fund financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the City's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the City's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Vasquez & Company LLP

Glendale, California
December 20, 2023

COMPLIANCE SECTION



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Independent Auditor’s Report on Compliance and on Internal Control Over Compliance Required by the Guidelines

**To the Honorable Members of the City Council of the
City of Calabasas, California and the
Los Angeles County Metropolitan Transportation Authority**

Report on Compliance

Opinion

We have audited the City of Calabasas, California’s (the City) compliance with the Proposition A and Proposition C Local Return Guidelines, Measure R Local Return Guidelines, Measure M Local Return Guidelines, Transportation Development Act Article 3, and the Los Angeles County Metropolitan Transportation Authority’s Funding and Allocation Guidelines for Transportation Development Act Article 3 Bicycle and Pedestrian Funds (collectively, the Guidelines) for the year ended June 30, 2023.

In our opinion, the City of Calabasas, California complied, in all material respects, with the compliance requirements of the Guidelines for the year ended June 30, 2023.

Basis for Opinion

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America (GAAS); the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States (*Government Auditing Standards*); and the Guidelines. Our responsibilities under those standards and the Guidelines are further described in the Auditor’s Responsibilities for the Audit of Compliance section of our report.

We are required to be independent of the City and to meet our other ethical responsibilities, in accordance with relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on compliance with the Guidelines. Our audit does not provide a legal determination of the City’s compliance with the compliance requirements referred to above.



Responsibilities of Management for Compliance

Management is responsible for the City's compliance with the Guidelines and for the design, implementation, and maintenance of effective internal control over compliance with the requirements of laws, statutes, regulations, rules, and provisions of contracts or agreements applicable to the City's Proposition A Local Return Fund, Proposition C Local Return Fund, Measure R Local Return Fund, Measure M Local Return Fund and Transportation Development Act Article 3 Fund.

Auditor's Responsibilities for the Audit of Compliance

Our objectives are to obtain reasonable assurance about whether material noncompliance with the compliance requirements referred to above occurred, whether due to fraud or error, and express an opinion on the City's compliance based on our audit. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS, *Government Auditing Standards*, and the Guidelines will always detect material noncompliance when it exists. The risk of not detecting material noncompliance resulting from fraud is higher than for that resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Noncompliance with the compliance requirements referred to above is considered material, if there is a substantial likelihood that, individually or in the aggregate, it would influence the judgment made by a reasonable user of the report on compliance about the City's compliance with the requirements of the Guidelines as a whole.

In performing an audit in accordance with GAAS, *Government Auditing Standards*, and the Guidelines, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material noncompliance, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the City's compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.
- Obtain an understanding of the City's internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the Guidelines, but not for the purpose of expressing an opinion on the effectiveness of the City's internal control over compliance. Accordingly, no such opinion is expressed.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and any significant deficiencies and material weaknesses in internal control over compliance that we identified during the audit.



Other Matter

The results of our auditing procedures disclosed an instance of noncompliance which is required to be reported in accordance with the Guidelines and which is described in the accompanying Schedule of Findings and Questioned Costs as Finding #2023-001. Our opinion is not modified with respect to this matter.

Government Auditing Standards requires the auditor to perform limited procedures on the City's response to the noncompliance finding identified in our compliance audit described in the accompanying Schedule of Findings and Questioned Costs. The City's response was not subjected to the auditing procedures applied in the audit of compliance, and accordingly, we express no opinion on the response.

Report on Internal Control over Compliance

A *deficiency in internal control over compliance* exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with the Guidelines on a timely basis. A *material weakness in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with the Guidelines will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with the Guidelines that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the Auditor's Responsibilities for the Audit of Compliance section above and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies in internal control over compliance. Given these limitations, during our audit we did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses, as defined above. However, material weaknesses or significant deficiencies in internal control over compliance may exist that were not identified.

Our audit was not designed for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, no such opinion is expressed.

Government Auditing Standards requires the auditor to perform limited procedures on the City's response to the internal control over compliance finding identified in our compliance audit described in the accompanying Schedule of Findings and Questioned Costs. The City's response was not subjected to the other auditing procedures applied in the audit of compliance and, accordingly, we express no opinion on the response.



The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Guidelines. Accordingly, this report is not suitable for any other purpose.

Vasquez & Company LLP

**Glendale, California
December 20, 2023**

**City of Calabasas
Compliance Matrix
Year ended June 30, 2023**

Compliance Requirements	In Compliance			Questioned Costs	If no, provide details and management response.
	Yes	No	N/A		
A. Proposition A and Proposition C Local Return Funds					
1. Uses the State Controller's Uniform System of Accounts and Records or has established a separate Proposition A and Proposition C Local Transit Assistance Account for Local Return purposes.	X				
2. Revenues received including allocations, project generated revenues and interest income was properly credited to the Proposition A and/or Proposition C Local Return Account.	X				
3. Funds were expended with Metro's approval and were not substituted for property tax.	X				
4. Timely use of funds.	X				
5. Administrative expenses are within the 20% cap.	X				
6. Expenditures that exceeded 25% of approved project budget have approved amended Project Description Form (Form A) or electronic equivalent.			X		
7. Annual Project Update Report (Form B) or electronic equivalent was submitted on time.	X				
8. Annual Expenditure Report (Form C) or electronic equivalent was submitted on time.		X			See Finding #2023-001
9. Pavement Management System (PMS) is in place and being used for Street Maintenance or Improvement Projects Expenditures.			X		
10. Local Return Account is credited for reimbursable expenditures.			X		
11. Where Proposition A funds were given, loaned or exchanged by one jurisdiction to another, the receiving jurisdiction has credited its Local Return Account with the funds received.			X		
12. Self-Certification was completed and submitted for Intelligent Transportation Systems projects and elements.			X		

See independent auditor's report on compliance.

**City of Calabasas
Compliance Matrix
Year ended June 30, 2023**

Compliance Requirements	In Compliance			Questioned Costs	If no, provide details and management response.
	Yes	No	N/A		
A. Proposition A and Proposition C Local Return Funds					
13. A separate account was established for Capital reserve funds, Capital reserve was approved by Metro and current status is reported in the Annual Project Update (Form B) or electronic equivalent.			X		
14. Recreational transit form was submitted on time.			X		
15. Fund exchanges (trades, loans, or gifts) were approved by Metro.			X		
16. Proposition C Local Return Funds were used to augment, not supplant existing local revenues being used for road improvement purposes.	X				
17. All on-going and carryover projects were reported on Form B or electronic equivalent.	X				
18. Cash or cash equivalents are maintained.	X				
19. Accounting procedures, record keeping, and documentation are adequate.	X				

See independent auditor's report on compliance.

**City of Calabasas
Compliance Matrix
Year ended June 30, 2023**

Compliance Requirements	In Compliance			Questioned Costs	If no, provide details and management response.
	Yes	No	N/A		
B. Measure R Local Return Fund					
1. Funds were expended for transportation purposes.			X		There were no expenditures charged to MRLRF during FY2022/23.
2. Separate Measure R Local Return Account was established.	X				
3. Revenues received including allocations, project generated revenues and interest income was properly credited to the Measure R Local Return Account.	X				
4. Funds were expended with Metro's approval.			X		
5. Funds were not substituted for property tax and are in compliance with the Maintenance of Effort.	X				
6. Timely use of funds.	X				
7. Administrative expenses are within the 20% cap.			X		
8. Expenditure Plan (Form One or electronic equivalent) was submitted timely.	X				
9. Annual Expenditure Report (Form Two or electronic equivalent) was submitted timely.			X		
10. Where funds expended were reimbursable by other grants or fund sources, the reimbursement was credited to the Local Return Account upon receipt of the reimbursement.			X		
11. Where Measure R funds were given, loaned or exchanged by one jurisdiction to another, the receiving jurisdiction has credited its Local Return Account with the funds received.			X		
12. A separate account was established for Capital reserve funds and Capital reserve was approved by Metro.			X		
13. Funds were used to augment, not supplant existing local revenues being used for transportation purposes unless there is a fund shortfall.			X		

See independent auditor's report on compliance.

**City of Calabasas
Compliance Matrix
Year ended June 30, 2023**

Compliance Requirements	In Compliance			Questioned Costs	If no, provide details and management response.
	Yes	No	N/A		
B. Measure R Local Return Fund					
14. Recreational transit form was submitted on time.			X		
15. Fund exchanges (trades, loans, or gifts) were approved by Metro.			X		
16. Accounting procedures, record keeping, and documentation are adequate.	X				

See independent auditor's report on compliance.

**City of Calabasas
Compliance Matrix
Year ended June 30, 2023**

Compliance Requirements	In Compliance			Questioned Costs	If no, provide details and management response.
	Yes	No	N/A		
C. Measure M Local Return Fund					
1. Funds were expended for transportation purposes.			X		There were no expenditures charged to MMLRF during FY2022/23.
2. Separate Measure M Local Return Account was established.	X				
3. Revenues received including allocations, project generated revenues and interest income was properly credited to the Measure M Local Return Account.	X				
4. Funds were expended with Metro's approval.			X		
5. Funds were not substituted for property tax and are in compliance with the Maintenance of Effort.	X				
6. Timely use of funds.	X				
7. Administrative expenses are within the 20% cap.			X		
8. Expenditure Plan (Form M-One or electronic equivalent) was submitted timely.	X				
9. Expenditure Report (Form M-Two or electronic equivalent) was submitted timely.			X		
10. Where funds expended were reimbursable by other grants or fund sources, the reimbursement was credited to the Local Return Account upon receipt of the reimbursement.			X		
11. Where Measure M funds were given, loaned or exchanged by one jurisdiction to another, the receiving jurisdiction has credited its Local Return Account with the funds received.			X		
12. A separate account was established for Capital reserve funds and Capital reserve was approved by Metro.			X		
13. Funds were used to augment, not supplant existing local revenues being used for transportation purposes unless there is a fund shortfall.			X		

See independent auditor's report on compliance.

**City of Calabasas
Compliance Matrix
Year ended June 30, 2023**

Compliance Requirements	In Compliance			Questioned Costs	If no, provide details and management response.
	Yes	No	N/A		
C. Measure M Local Return Fund					
14. Recreational transit form was submitted on time.			X		
15. Fund exchanges (trades, loans, or gifts) were approved by Metro.			X		
16. Accounting procedures, record keeping, and documentation are adequate.	X				

See independent auditor's report on compliance.

**City of Calabasas
Compliance Matrix
Year ended June 30, 2023**

Compliance Requirements	In Compliance			Questioned Costs	If no, provide details and management response.
	Yes	No	N/A		
D. Transportation Development Act Article 3 Fund					
1. Timely use of funds.	X				
2. Expenditures were incurred for activities relating to pedestrian and bicycle facilities and amenities.	X				
3. Annual Claim Form was submitted timely.	X				

See independent auditor's report on compliance.

SCHEDULE OF FINDINGS AND QUESTIONED COSTS

City of Calabasas
Schedule of Findings and Questioned Costs
Year ended June 30, 2023

PALRF and PCLRF: Finding #2023-001

Compliance Reference	Section I (C) Annual Expenditure Report (Actuals Entry) of the Proposition A and Proposition C Local Return Guidelines state that, "Jurisdiction shall submit on or before October 15 th of each fiscal year an Annual Expenditure Report (Actuals Entry) to provide an update on previous year LR fund receipts and expenditures."
Condition	The City submitted its Annual Expenditure Report (Actuals Entry) to Metro on November 2, 2023, 18 days after the due date of October 15, 2023.
Cause	The City inadvertently missed the filing deadline.
Effect	The City's Annual Expenditure Report (Actuals Entry) was not submitted timely. The City was not in compliance with the reporting requirements of the Proposition A and Proposition C Local Return Guidelines.
Recommendation	We recommend the City establish procedures and internal controls to ensure that the Annual Expenditure Report (Actuals Entry) is submitted by October 15 th as required by the Guidelines.
Management's Response	The City will ensure the Proposition A and C Actual Entries is submitted in a timely manner by October 15 th of each fiscal year.
Findings Resolved During the Audit	The City subsequently submitted the Annual Expenditure Report (Actuals Entry). No additional follow-up is required.

EXIT CONFERENCE

An exit conference was held on December 13, 2023 with the City of Calabasas representatives. Those in attendance were:

Vasquez and Company LLP representatives:
 Marialyn Labastilla – Audit Director
 Erica Ong – Audit Manager
 Ihab Fakhreddine – BCA Watson Rice Senior Auditor

City of Calabasas representatives:
 Ron Ahlers – Chief Financial Officer
 Cedric Henry – Grant/Contract Administrator
 Tatiana Holden – Deputy Public Works Director
 Tra'a Bezdecny - Assistant Engineer

Matters discussed:

Results of the audit disclosed an instance of noncompliance with the Guidelines.

A copy of this report was forwarded to the following City of Calabasas representatives for comments prior to the issuance of the final report:

 Ron Ahlers – Chief Financial Officer
 Cedric Henry – Grant/Contract Administrator
 Tatiana Holden – Deputy Public Works Director
 Tra'a Bezdecny - Assistant Engineer

Vasquez & Company LLP
655 North Central Avenue, Suite 1550
Glendale, CA 91203

RE: CITY OF CALABASAS, CALIFORNIA ANNUAL FINANCIAL REPORT OF THE PROPOSITION A LOCAL RETURN FUND, THE PROPOSITION C LOCAL RETURN FUND, THE MEASURE R LOCAL RETURN FUND, THE MEASURE M LOCAL RETURN FUND AND THE TRANSPORTATION DEVELOPMENT ACT ARTICLE 3 FUND FOR THE YEARS ENDED JUNE 30, 2023 AND 2022.

I have received the annual financial report of the Proposition A Local Return Fund, the Proposition C Local Return Fund, the Measure R Local Return Fund, the Measure M Local Return Fund and the Transportation Development Act Article 3 Fund, for the years ended June 30, 2023 and 2022 for the City of Calabasas and agreed with the contents of the report except as indicated below:

(Attach additional pages if necessary)

Very truly yours,

Name

Title

Date



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CITY of CALABASAS

CITY COUNCIL AGENDA REPORT

DATE: JANUARY 11, 2024

TO: HONORABLE MAYOR AND COUNCILMEMBERS

FROM: MICHAEL KLEIN, COMMUNITY DEVELOPMENT DIRECTOR, AICP

**SUBJECT: ANNUAL UPDATE OF THE CITY'S TOBACCO RETAILER
REGISTRATION PROGRAM FOR 2023.**

MEETING DATE: JANUARY 24, 2024

SUMMARY RECOMMENDATION:

Staff recommends that the City Council receive and file this report.

BACKGROUND:

Adoption of Ordinance No. 2009-259, Chapter 5.18 of the Calabasas Municipal Code (CMC) requires all tobacco retailers to be registered with the City of Calabasas in order to sell tobacco related products. The Ordinance took effect on July 10, 2009 with registration being required annually. There is no fee involved for the registration applicant. It is unlawful for any retailer to sell tobacco products without maintaining current registration. In addition to requiring a valid registration, the ordinance prohibits retailers from selling tobacco products (inclusive of vaping products) to anyone under 21 years of age (consistent with state law). The ordinance establishes policies and procedures for the regular monitoring of tobacco retailers by the City and Sheriff's Department, including the use of underage decoys for sting operations. Any retailer who is found to be in violation of the ordinance and state law prohibiting the sale of tobacco to persons under 21 years of age is subject to a minimum fine of \$1,000 and will have their registration (and, thus, their right to sell tobacco) revoked for a specified period of time.

Section 5.18.130(H) of the CMC requires the City Manager to provide an annual report to the City Council regarding enforcement of the ordinance. The CMC further specifies the content of the annual report as follows:

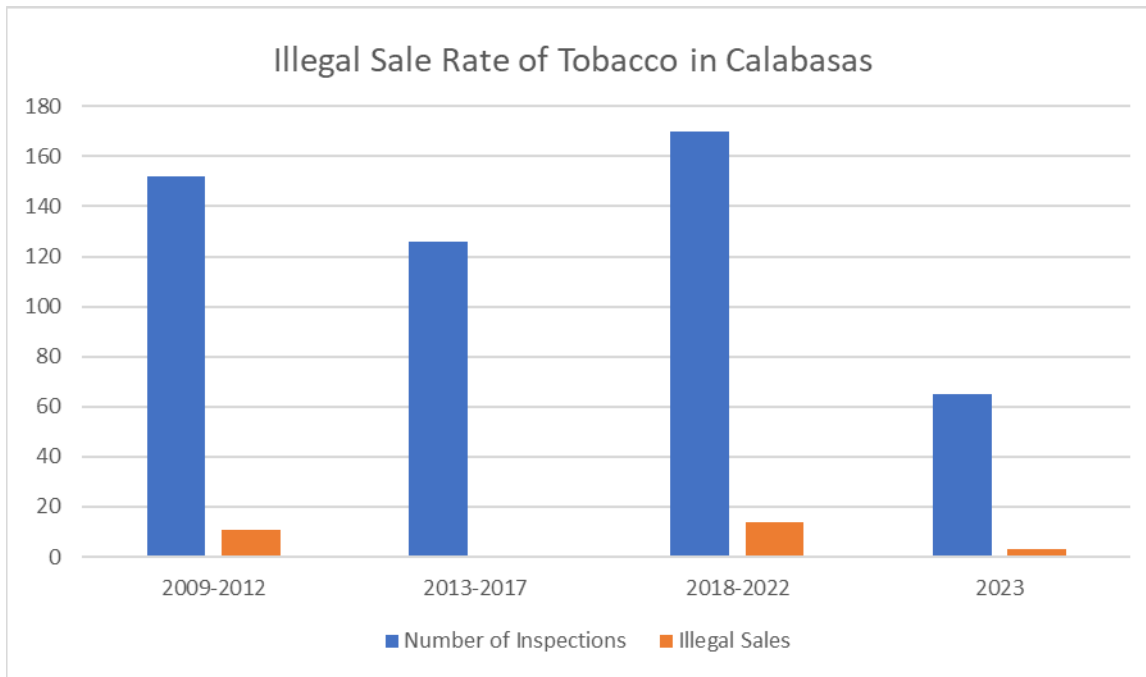
“The report shall include: (i) the number of tobacco retailers found to have violated this chapter; (ii) the number of enforcement actions taken with respect to each tobacco retailer under Section 5.18.100, (iii) the cost to the city of enforcement of this chapter, and (iv) whether additional enforcement funds are needed and, if so, whether he or she recommends those funds be derived from the City's General Fund, fees imposed for the issuance of registrations under this chapter, or the proceeds of fines and penalties paid to the city under this chapter.”

DISCUSSION/ANALYSIS:

Section 5.18.100 of the CMC, stipulates that the Los Angeles County Sheriff's Department shall conduct three tobacco sting operations per year; however, “the department may check the compliance of tobacco retailers previously found to be in compliance a fewer number of times”. On November 18, 2021, staff received notice from the California Department of Justice (DOJ) that the City was approved for a grant up to \$159,207 to increase tobacco enforcement efforts. Grantees were allotted use of grant funds to enforce local ordinance or state law related to the illegal sale and marketing of tobacco products, including e-cigarettes, to minors and youth. These enforcement efforts are to include, retailer compliance checks and license inspections. The main purpose of the grant is to provide funding to the Sheriff's Department to increase the number of tobacco sting operations from three to six per year, over three fiscal years (2021-2024).

Staff is currently working with the Sheriff's Department to continue to meet this goal. In 2023, five operations were conducted with a total of three violations cited. On July 11, 2023, Rocket Chevron, located at 4807 Las Virgenes Road and Shell – Calabasas Auto Spa, located at 24115 Calabasas Road, failed a decoy operation and subsequently received a violation. Rocket Chevron's registration was revoked on September 1, 2023, for six months; and Shell – Calabasas Auto Spa's registration was revoked on October 9, 2023, for six months. On September 13, 2023, a decoy operation was failed by Tobacco Royale, located at 26500 Agoura Road. The business was sold subsequent to the sting operation, and is now under new management. Staff has verified that the new owner has no personal or financial association with the previous owner(s), and is therefore not subject to the violation from September 2023.

Below is a chart summarizing the annual illegal sale rates from 2009 through 2023.



Note: the illegal sale rate of tobacco is based on sales transactions made during official sting operations only. There has been a total of 513 inspections to date, with an average compliance rate of 95%.

The City’s administration costs associated with registration under this ordinance are minimal and a portion of the current grant (described above) supplements Planning Staff time spent on the program. Staff sends a notice and registration form once a year to each retailer for registration renewal. Staff also provides outreach efforts during the renewal period to ensure that retailers are aware of the registration and that they will be subject to random sting operations. Currently there are only 13 tobacco retailers operating, therefore Planning staff time is minimal.

REQUESTED ACTION:

Staff recommends that the City Council receive and file this report.

ATTACHMENTS:

Attachment A - Tobacco Retailer Status Sheet as of December 30, 2023

Tobacco Retailer Status Sheet

2023		
Retailer	Address	No. of Violations
LAS VIRGENES MOBIL	4830 LAS VIRGENES RD	0
RITE-AID #6327	4710 COMMONS WAY	0
CALABASAS MOBIL	24025 CALABASAS RD	0
OAK SHELL	22295 MULHOLLAND HWY	0
RALPHS #205	4754 COMMONS WAY	0
SHELL	24115 CALABASAS RD	1
UNITED PACIFIC #0234 (SHELL)	4807 LAS VIRGENES RD	0
7-ELEVEN STORE #39055A	4919 LAS VIRGENES RD	0
UNITED PACIFIC #0235 (CHEVRON)	4831 LAS VIRGENES RD	1
CALABASAS LIQUOR & MARKET	5657 LAS VIRGENES RD	0
ALBERTSONS SUPERMARKET #6335	26521 AGOURA RD	0
TOBACCO ROYALE N VAPE	26500 AGOURA RD	1
MALIBU LIQUOR & CIGAR CO.	4937 LAS VIRGENES RD	0

From 2009 to 2022		
Retailer	Address	No. of Violations
LAS VIRGENES MOBIL	4830 LAS VIRGENES RD	2
RITE-AID #6327	4710 COMMONS WAY	2
CALABASAS MOBIL	24025 CALABASAS RD	1
OAK SHELL	22295 MULHOLLAND HWY	2
RALPHS #205	4754 COMMONS WAY	2
SHELL	24115 CALABASAS RD	2
UNITED PACIFIC #0234 (SHELL)	4807 LAS VIRGENES RD	1
7-ELEVEN STORE #39055A	4919 LAS VIRGENES RD	3
UNITED PACIFIC #0235 (CHEVRON)	4831 LAS VIRGENES RD	1
CALABASAS LIQUOR & MARKET	5657 LAS VIRGENES RD	1
ALBERTSONS SUPERMARKET #6335	26521 AGOURA RD	0
TOBACCO ROYALE N VAPE	26500 AGOURA RD	0*
MALIBU LIQUOR & CIGAR CO.	4937 LAS VIRGENES RD	0

*Under new ownership – prior violations no longer apply per CMC.



CITY of CALABASAS

CITY COUNCIL AGENDA REPORT

DATE: JANUARY 12, 2024

TO: HONORABLE MAYOR AND COUNCILMEMBERS

FROM: MICHAEL RUSSO, COMMUNICATIONS DIRECTOR

SUBJECT: COUNCIL DISCUSSION ON WHETHER TO RE-ESTABLISH THE PRACTICE OF HYBRID CITY COUNCIL MEETINGS ENABLING THE PUBLIC TO PARTICIPATE REMOTELY OR IN-PERSON

MEETING
DATE: JANUARY 24, 2024

BACKGROUND AND DISCUSSION:

On March 17, 2020, the Governor issued an Executive Order suspending certain provisions of the Ralph M. Brown Act in order to allow for local legislative bodies to conduct their meetings completely telephonically or by other electronic means. The Calabasas City Council held remote meetings via Zoom starting in April 2020. On October 26, 2022, Council approved and adopted Resolution 2022-1821 establishing a Hybrid Meeting Policy. That same month, Council held its first hybrid meeting, allowing members of the public, staff or Council members to participate either in person or remotely. In February 2023, the Council directed that all City Commissions should also be conducted as hybrid meetings with in-person and Zoom for a two-month trial period in March and April to gauge virtual attendance by the public.

HYBRID LITE

Following the trial period, the Council decided to stop the use of hybrid meetings via Zoom for all City Commissions due to the lack of use by the public, plus the extra

staff time and cost to taxpayers to produce a hybrid meeting. The Council opted for a so-called “hybrid lite” model in that no Commission meetings would be hybrid except those involving controversial topics in which there would be increased public interest and participation. From May 2023 through the end of the year, there were six such Commission meetings changed to hybrid on an ad hoc basis.

Council meetings had remained hybrid. On October 25, 2023, people pretending to be residents conducted a so-called *Zoom Bombing* when, during a Council meeting, they called in via Zoom using fake identities, and starting spewing anti-Semitic hate speech live during a meeting. The anonymity of a Zoom caller makes it very difficult to control. The City Manager decided to suspend the use of Zoom for meetings and temporarily return to traditional in-person meetings through the end of 2023. A similar *Zoom Bombing* incident occurred at the January 10, 2024 Council meeting, which was put on Zoom because of the renovation project for CTV master control. Incidents such as this have happened in many jurisdictions throughout the United States recently, and even at a SCAG meeting earlier this month.

DISCUSSION/ANALYSIS:

At Council meetings on February 8, 2023, February 22, 2023, and May 10, 2023 staff made presentations focusing on the cost of producing meetings in a hybrid format – where some participants are remote and some in Chambers. Staff showed hybrid meetings are much more labor-intensive and more expensive to produce than in-person meetings, such as those held before March 2020. In fact, the cost is more than double.

What makes a Zoom hybrid meeting worth the extra cost for taxpayers is to know that people are actually using the system to – not just to watch – but to participate remotely. For residents, the chance to look their elected representative in the eye can be usurped if there are health, scheduling or transportation issues that make it hard to get to City Hall. Anybody hosting a Zoom meeting (technically, a Council meeting is a Zoom “webinar”) can get a readout of attendance of those using the service. We looked at the metrics and the numbers are very low. The table below shows attendance via Zoom for the Council meetings for much of the second half of 2023.

Council Meeting Date	Overall Zoom Audience (minus staff)	Zoom Participants with Comments
August 9	9	4
August 23	7	0
September 13	7	2
September 27	10	0

October 11	6	1
October 25	19	2 +
November 8	No Zoom	---
December 6	No Zoom	---
December 13	No Zoom	---

The largest Zoom audience came for the October 25, 2023 Council meeting, but several of those were the *Zoom Bombers* whose only interest was to disrupt the meeting. Without them, the Zoom audience would likely be only half that number. Also, some of those using Zoom may not be speaking to Council and are simply watching the feed – which can also be done using the traditional CTV cablecast, or the live stream on the City’s website.

REQUESTED ACTION:

Taking into consideration the amount spent to produce hybrid meetings, the Council may decide between three options and provide direction to staff:

1. Rescind Resolution 2022-1821 and return to the traditional in-person model used at the end of 2023 – no Zoom.
2. Go back to Zoom hybrids.
3. Use the so-called Hybrid Lite model and use Zoom only for meetings with items of extra high public interest.

ATTACHMENTS:

PowerPoint Presentation

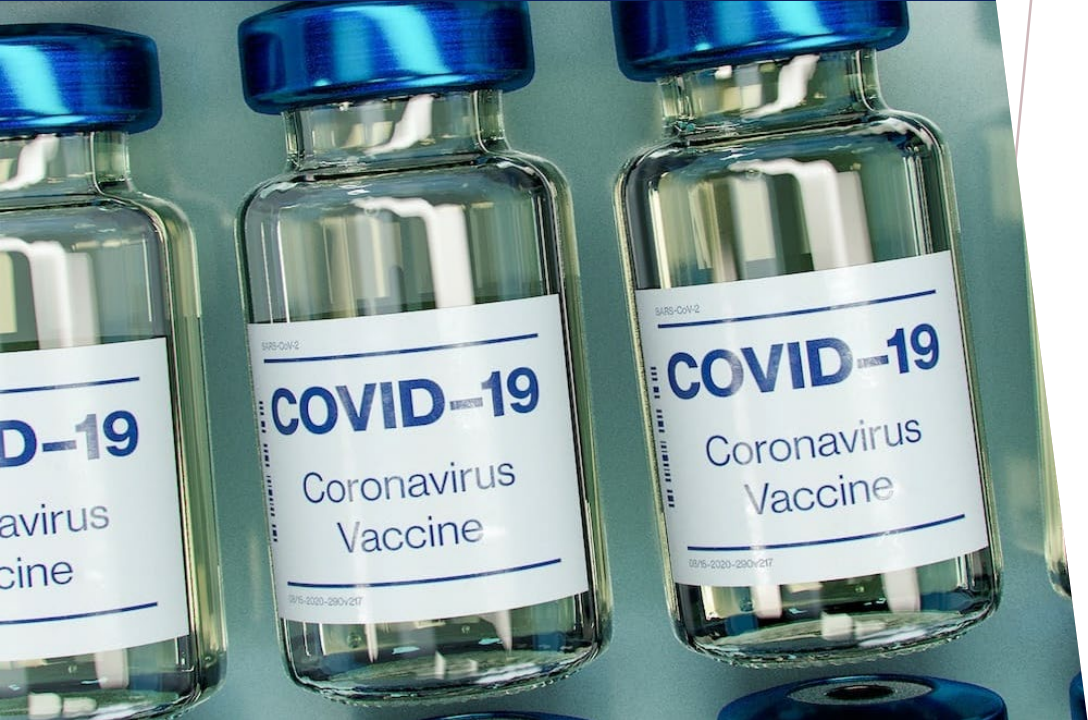
*DECIDING WHETHER
TO RE-ESTABLISH
HYBRID CITY
COUNCIL MEETINGS
IN CALABASAS*

Michael Russo –
Communications Director

January 24, 2024



VISIT [VaccinateLACounty.com](https://www.vaccinatelacounty.com)
TO LEARN MORE ABOUT
VACCINE ELIGIBILITY.



BACKGROUND

March 17, 2020

- Certain Brown Act provisions suspended due to Pandemic – allowing remote electronic meetings
- October 2022, Calabasas City Council held first hybrid meeting – passed Resolution 2022-1821 (Hybrid Policy)
- Early 2023, hybrid Commission meetings ended due to lack of Zoom use and higher production cost – almost double.
- Hybrid Lite model – Commission meetings hybrid only for meetings with high public interest.

WHAT IS THE AUDIENCE?

Council Meeting Date	Zoom Audience (minus staff)	Zoom Participants with Comments
August 9	9	4
August 23	7	0
September 13	7	2
September 27	10	0
October 11	6	1
October 25	19	2+
November 8	No Zoom	---
December 6	No Zoom	---
December 13	No Zoom	---



MOVING FORWARD

THREE OPTIONS:

- Rescind Resolution 2022-1821 and stay with traditional in-person – no Zoom Hybrid
- Return to Zoom Hybrid
- Hybrid Lite Model – Hybrid only for meetings of high public interest



THANK YOU

Any questions?



CITY of CALABASAS
CITY COUNCIL AGENDA REPORT

DATE: DECEMBER 21, 2023

TO: HONORABLE MAYOR AND COUNCILMEMBERS

FROM: ERICA GREEN, DIRECTOR OF COMMUNITY SERVICES

SUBJECT: PROGRAMMING NEEDS ASSESSMENT FINAL REPORT

MEETING DATE: JANUARY 24, 2024

SUMMARY RECOMMENDATION:

Staff recommends that the City of Calabasas City Council receive this report for file.

BACKGROUND:

In March 2023, the City of Calabasas City Council approved contracting with PROS Consulting to conduct a programming needs assessment study to assist the Department in addressing its strategic priorities. The study would provide the Department with a tangible tool to help program successfully and operate the Calabasas Community Center, maximize programming in current facilities, and offer essential city-wide programs and services for all ages.

DISCUSSION/ANALYSIS:

Over the past eight months, PROS Consulting conducted community outreach, worked with Community Services staff on the Department's facility operations and programming and published a statistically valid survey. Results of this outreach and survey were presented to the Parks, Recreation & Education Commission on August 31, 2023.

The consultant has processed and analyzed the information collected through the outreach and the Department and prepared a business plan and recommendations for the Calabasas Community Center along with a program action plan for other Department facilities.

The team will work with the Parks, Recreation and Education Commission and Senior Advisory Board to implement the recommendations of the consultant.

The Programming Needs Assessment Final Report was presented to the Parks, Recreation & Education Commission on December 12, 2023. Their recommendations have been incorporated into the presentation and report for Council.

FISCAL IMPACT/SOURCE OF FUNDING:

No impact to the General Fund.

REQUESTED ACTION:

Staff recommends the City of Calabasas City Council receive this report for file.

ATTACHMENT:

- A. Programming Needs Assessment Final Report
- B. PowerPoint Presentation



Calabasas Community Services Programming Needs Study

2023



Acknowledgements

Mayor

City Council

Community Services Department

City Manager's Office

Parks, Recreation, and Education Advisory Commission (PRE)

City of Calabasas Residents

City of Calabasas Staff



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CHAPTER ONE - STUDY OVERVIEW

1.1 INTRODUCTION

The City of Calabasas Community Services Department provides many opportunities for delivery of parks, recreation facilities, and program services to the citizens of Calabasas that contribute to the quality of life for City residents. For the Department to continue to be an integral asset to residents, it must have a solid plan to guide the City's Community Services efforts for recreation programming as well as the operations of the Calabasas Community Center, which is outlined in this study.

1.2 PURPOSE OF THE PLAN

The purpose of the Calabasas Programming Needs Study is to develop a comprehensive recreation/programming needs assessment for the reopening of the Calabasas Community Center (CCC) and maximizing programming use of all Community Services Department facilities (Senior Center, Calabasas Tennis and Swim Center, Creekside Park Klubhouse, and DeAnza Park). Findings and outcomes of the plan include community input, needs assessment survey, market analysis, programming assessment and the development of implementation strategies.

ELEMENTS OF THE PLAN

The plan consists of the following sections:

- Executive Summary
- Demographic and Trends
- Community Needs Assessment
- Market Analysis
- Programming Assessment
- Recommendations

1.3 PROJECT PROCESS

The foundation of the programming study was the use of a creative and comprehensive public participation process. It was important to engage community members who enjoy participating in the planning process and encourage participation among those members that typically do not contribute. The public input process engaged residents through a variety of community input processes that included stakeholder interviews, focus group meetings, public forums, and a City-wide citizen survey. The information received from these community input processes was applied to the overall planning process. This is critical when articulating accurately the true unmet needs, addressing key issues, providing recommendations for change, and strategizing to move the Department and City forward for optimum results. The process of developing the *Calabasas Programming Needs Study* followed a logical planning path as described below:





1.4 KEY FINDINGS

The key findings from the public input process and survey demonstrate strong support for Community Services facilities and program services. Overall highlights are as follows:

- The community values the high quality and diversity of recreation programming and facilities offered by the Community Services Department.
- There is a recognition that recreation facilities are provided on the east side of the City while parks are provided on the west side.
- The community desires a strong partnership with the Virgenes Unified School District.
- Special Events are valued and appreciated.
- The Community Services Department serves both residents and non-residents.
- The Senior Center is loved, but there is a perception that utilization needs to increase.
- Programming should evolve at De Anza Park.
- The Tennis and Swim Center will require continued reinvestment over the next ten years.

1.5 KEY RECOMMENDATIONS

GENERAL PROGRAM AND SERVICES - KEY RECOMMENDATIONS

- Expand programs and services in the areas of greatest need to meet customer demand.
- Expand the partnership/joint use agreement with Virgenes Unified School District to maximize the utilization of taxpayer funded public recreation spaces in Calabasas.
- Implement recreation program and operational standards found in the appendix of the study to ensure consistency service delivery.
- Develop a formal volunteer management policy as found in the appendix of the study.
- Develop a formal partnership policy as found in the appendix of the study.

CALABASAS TENNIS AND SWIM CENTER - KEY RECOMMENDATIONS

- Continue to evaluate the effectiveness of program, service and membership offerings and adjust in response to community needs, as necessary.
- Continue to implement the lifecycle replacement capital improvement program.
- Continually evaluate the impact that the growth of pickleball participation has on tennis participation in Calabasas.
 - PLEASE NOTE: Nationally, both sports have gained approximately six million participants since 2017.

CALABASAS SENIOR CENTER – PRIMARY RECOMMENDATIONS

- Track total annual visitation to the Senior Center regardless of the purpose of the visit.
- Utilize the needs assessment findings to develop programs that are of the highest priority for the active aging population.
- Seek to achieve 50% annual cost recovery goal.

CALABASAS SENIOR CENTER – OTHER RECOMMENDATION

- Achieve and maintain 450 active memberships annually.

CREEKSIDE PARK AND CALABASAS KLUBHOUSE PRESCHOOL - KEY RECOMMENDATION

- Re-master plan Creekside Park with the primary objective of providing Calabasas residents with greater accessibility to the recreational amenities in the park.

JUAN BAUTISTA DE ANZA PARK - KEY RECOMMENDATIONS

- Utilize the needs assessment findings to further refine program offerings that are of the highest priority for the community, focusing primarily on youth (ages 6-12) and special events.

CALABASAS COMMUNITY CENTER - KEY RECOMMENDATION

- Celebrate the success of the re-opening of the Calabasas Community Center.
- Using the guidelines provided in this study, operate the CCC as a first class, customer-friendly, business that strives to achieve the financial goals as shown in the chart below.

Pro Forma Revenues & Expenditures					
CALABASAS COMMUNITY CENTER					
BASELINE: REVENUES AND EXPENDITURES					
Revenues	1st Year July 1 2024	2nd Year	3rd Year	4th Year	5th Year
Revenue	\$1,250,555.00	\$1,288,071.65	\$1,326,713.80	\$1,366,515.21	\$1,407,510.67
Total	\$1,250,555.00	\$1,288,071.65	\$1,326,713.80	\$1,366,515.21	\$1,407,510.67
Expenditures	1st Year	2nd Year	3rd Year	4th Year	5th Year
Expenditures	\$1,397,724.25	\$1,439,655.98	\$1,482,845.66	\$1,527,331.03	\$1,573,150.96
Total	\$1,397,724.25	\$1,439,655.98	\$1,482,845.66	\$1,527,331.03	\$1,573,150.96
NET PROFIT/LOSS	(\$147,169.25)	(\$151,584.33)	(\$156,131.86)	(\$160,815.81)	(\$165,640.29)
Total Cost Recovery	89%	89%	89%	89%	89%





CHAPTER TWO - COMMUNITY PROFILE

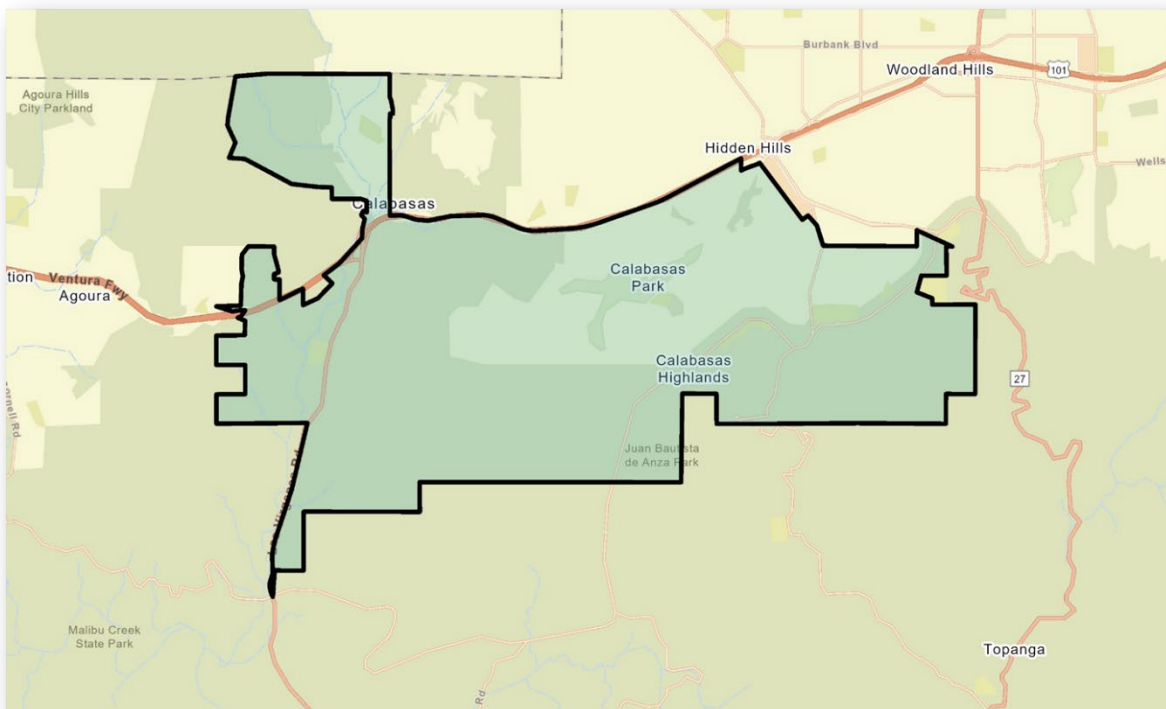
2.1 DEMOGRAPHIC ANALYSIS

The Demographic Analysis provides an understanding of the population of Calabasas, California. This analysis is reflective of the total population, and its key characteristics such as age segments, income levels, race, and ethnicity.

It is important to note that future projections are all based on historical patterns and unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final projections.

METHODOLOGY

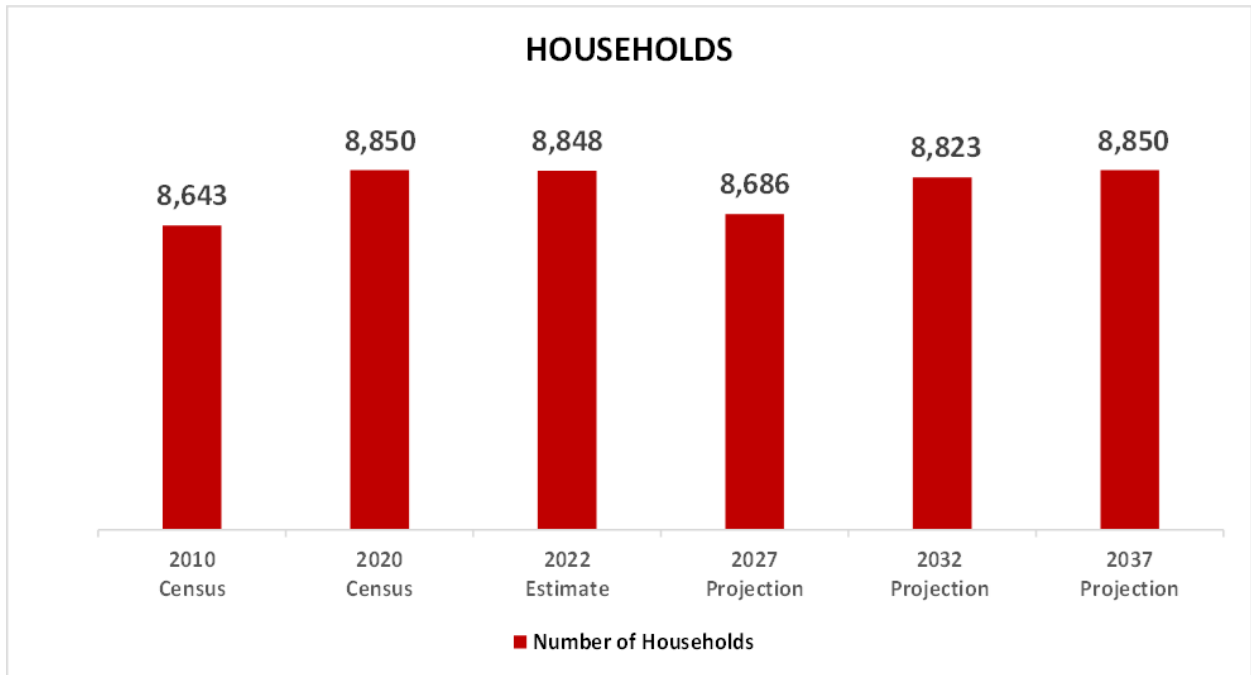
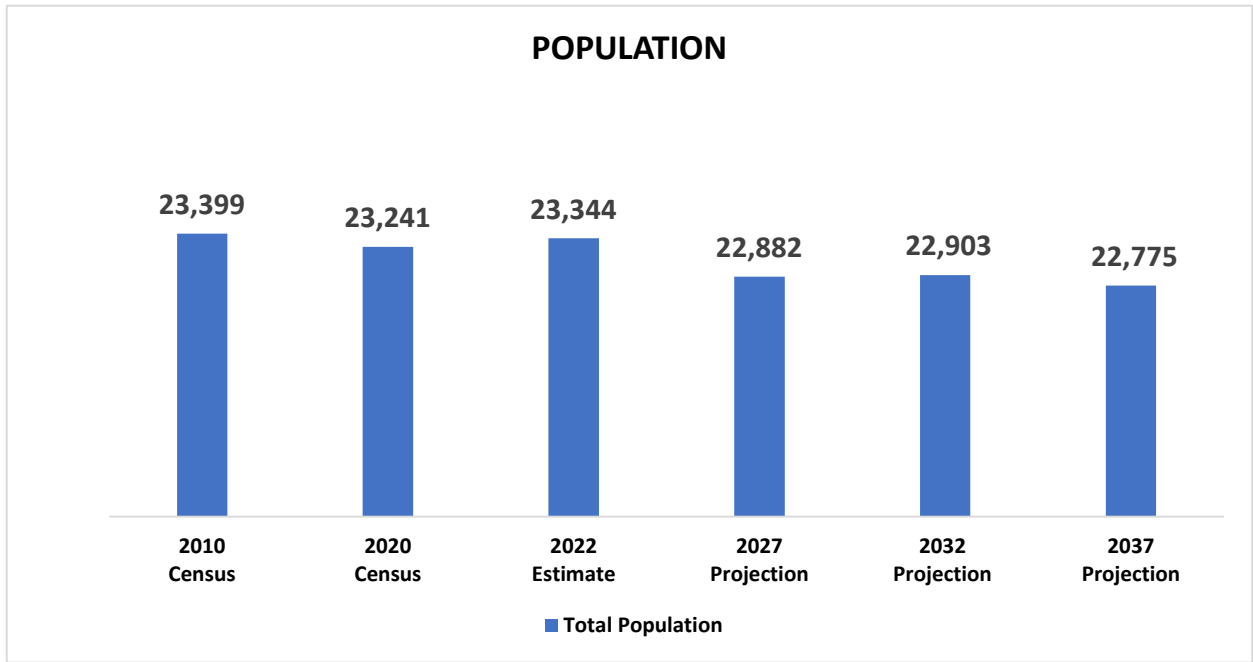
Demographic data used for the analysis was obtained from U.S. Census Bureau and from the *Environmental Research Institute (ESRI)*, the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in May 2023 and reflects actual numbers as reported in the 2010 and 2020 Censuses and estimates for 2022 and 2027 as obtained by ESRI. Straight line linear regression was utilized for projected 2032 and 2037 demographics. The City was utilized as the geographical boundaries for this analysis.



CALABASAS POPULACE

POPULATION

The City’s population has remained constant over the last 12 years and is currently estimated at 23,344 individuals. Projecting ahead, the total population is expected to continue to remain stable. Projections for 2037 show that the City is expected to have approximately 22,775 residents living within 8,850 households.

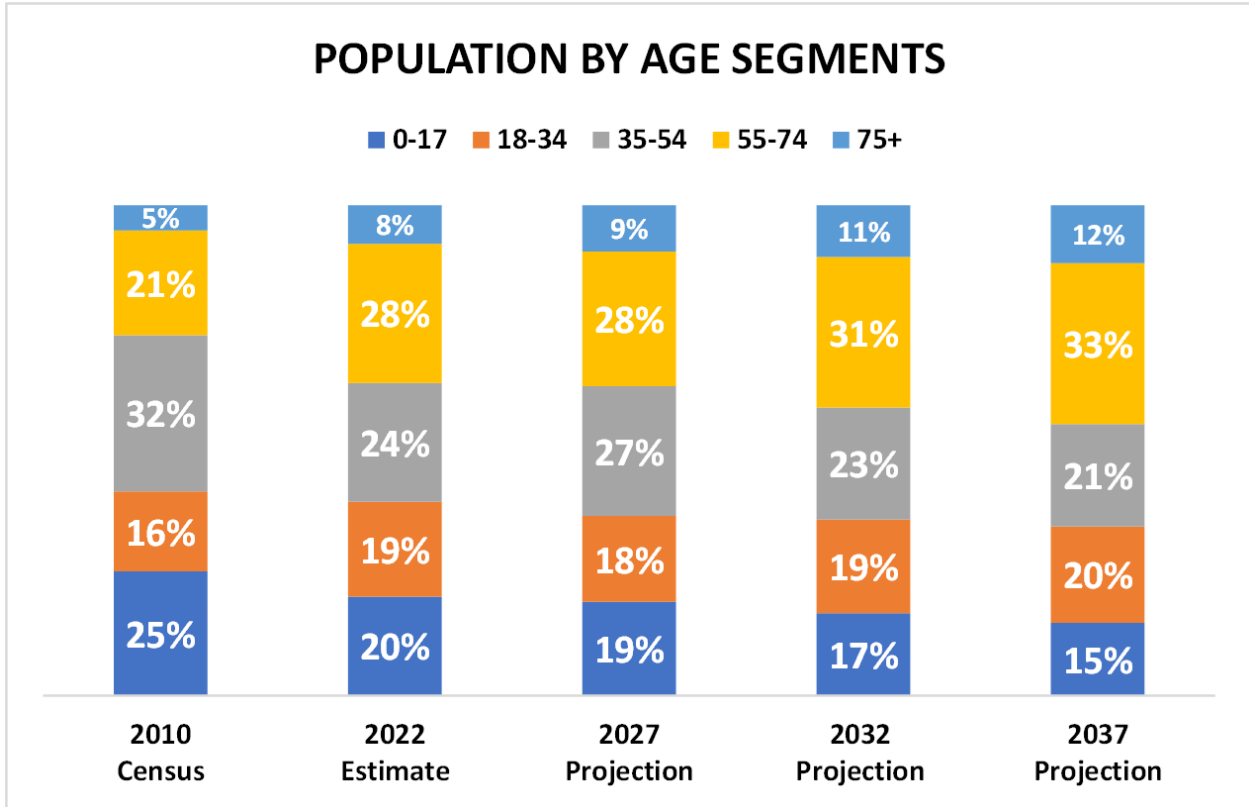




AGE SEGMENT

Evaluating the population by age segments, the City exhibits an unbalanced distribution among the major age segments. Currently, the largest age segment is the 55+ segment, making up 36% of the population (U.S. 55+ population = 30.5%.) One significant and unique finding of this analysis is that the total population of the 0-17 age segment is only 50% of the 55+ age segment.

The overall age composition of the population within the City is projected to continue to age over the next 15 years as the 55+ age segment will make up 45% of the City’s population.



RACE AND ETHNICITY DEFINITIONS

The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined below. The Census 2020 data on race is directly comparable with data from the 2010 Census. The latest (Census 2020) definitions and nomenclature are used within this analysis.

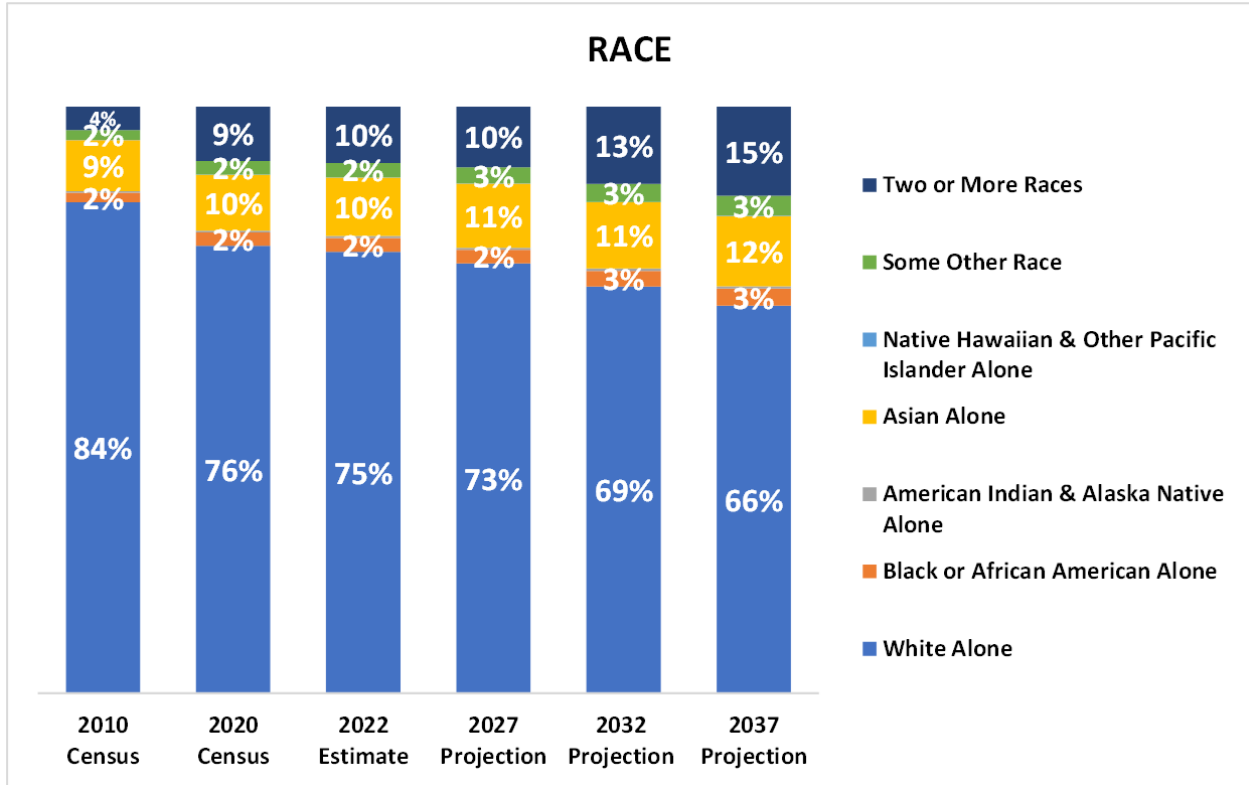
- **American Indian** - This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.
- **Asian** - This includes a person having origins in any of the original peoples of East Asia, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
- **Black Alone** - This includes a person having origins in any of the black racial groups of Africa.
- **Native Hawaiian or Other Pacific Islander** - This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
- **White Alone** - This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa.
- **Hispanic or Latino** - This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South, or Central American, or other Spanish culture or origin, regardless of race.

Please Note: The Census Bureau defines Race as a person's self-identification with one or more of the following social groups: White, Black, or African American, Asian, American Indian, and Alaska Native, Native Hawaiian and Other Pacific Islander, some other race, or a combination of these, while Ethnicity is defined as whether a person is of Hispanic / Latino origin or not. For this reason, the Hispanic / Latino ethnicity is viewed separate from race throughout this demographic analysis.



RACE AND ETHNICITY

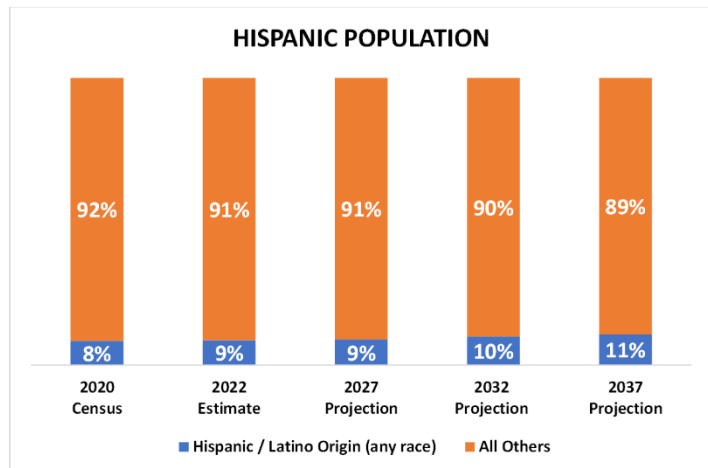
In analyzing race, the City’s current populations are White Alone. The 2022 estimates show that 75% of the service area’s population falls into the White Alone category, while the Asian Alone and Two or More Race categories (10%) represent the largest minorities. The predictions for 2037 expect that the service area’s population by race will diversify with a decrease in the White Alone population of approximately 9% and slight increases in most every other category.



ETHNICITY

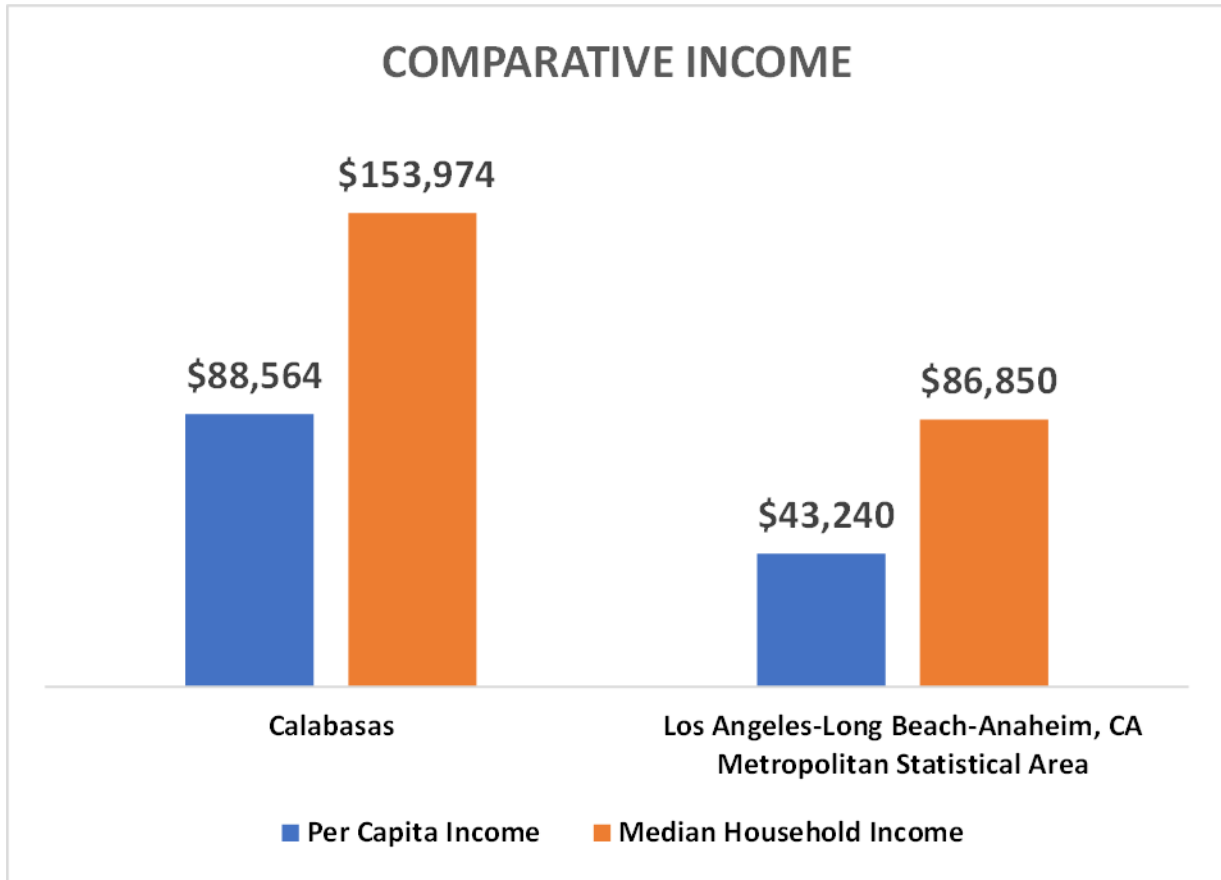
The City’s population was also assessed based on Hispanic/Latino ethnicity, which by the Census Bureau definition is viewed independently from race. It is important to note that individuals who are Hispanic/Latino in ethnicity can also identify with any racial categories identified above.

People of Hispanic/Latino origin has remained unchanged over the last 13 years and currently represents approximately 9% of the City’s population, which is well below the national average (19% Hispanic/Latino). The Hispanic/ Latino population is expected to grow slightly by 2% over the next 15 years.



HOUSEHOLDS AND INCOME

As seen below, the City's per capita income (\$88,564) and median household income (\$153,974) are both higher than the Metro Statistical Area of Los Angeles-Long Beach-Anaheim. The per capita income is that earned by an individual while the median household income is based on the total income of everyone over the age of sixteen living under the same roof. Though these above average income characteristics indicate that the average household may have more disposable income, residents are still likely to be price conscious and have a need to understand the value that correlates with quality-of-life indicators.





CALABASAS DEMOGRAPHIC IMPLICATIONS

The following implications are derived from the analyses provided. Each implication is organized by the outlined demographic information sections.

POPULATION

The population is increasing and is projected to remain stable over the next 15 years. With a stable population, park and recreation services will need to focus on strategically reinvesting, redeveloping, and maintaining facilities/community services.

AGE SEGMENTATION

Calabasas has an unbalanced age segmentation with the largest group being 55+ with the second largest group being 35-54. Over the next 15 years, the service area is projected to continue to age as the 55+ segment will be 45% in 2037. The City's aging trend is significant because programs and facilities focused on an active adult (55+ population) will assume an even greater importance as the population changes in the years to come. Age segments have different likings towards activities. For example, older adults (65+) may enjoy passive recreation activities while adults (35-64) are more likely to enjoy more active recreation activities.

RACE AND ETHNICITY

A slightly diversifying population will focus the City on providing traditional and non-traditional programming and service offerings while always seeking to identify emerging activities and sports that in some cases will be defined by cultural influences.

HOUSEHOLDS AND INCOME

With median and per capita household income averages above regional averages, it would be important for the City to prioritize providing offerings that are first class with exceptional customer service while seeking opportunities to create revenue generation.



2.2 NATIONAL RECREATION TRENDS ANALYSIS

The Trends Analysis provides an understanding of national, regional, and local recreational trends as well recreational interest by age segments. Trends data used for this analysis was obtained from Sports & Fitness Industry Association's (SFIA), National Recreation and Park Association (NRPA), and Environmental Systems Research Institute, Inc. (ESRI). All trend data is based on current and/or historical participation rates, statistically valid survey results, or NRPA Park Metrics.

NATIONAL TRENDS IN RECREATION

METHODOLOGY

The Sports & Fitness Industry Association's (SFIA) *Sports, Fitness & Leisure Activities Topline Participation Report 2023* was utilized in evaluating the following trends:

- National Recreation Participatory Trends
- Core vs. Casual Participation Trends

The study is based on findings from surveys conducted in 2023 by the Sports Marketing Surveys USA (SMS), resulting in a total of 18,000 online interviews. Surveys were administered to all genders, ages, income levels, regions, and ethnicities to allow for statistical accuracy of the national population. A sample size of 18,000 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval of plus or minus 0.32 percentage points at a 95 percent confidence level. Using a weighting technique, survey results are applied to the total U.S. population figure of 305,439,858 people (ages six and older).

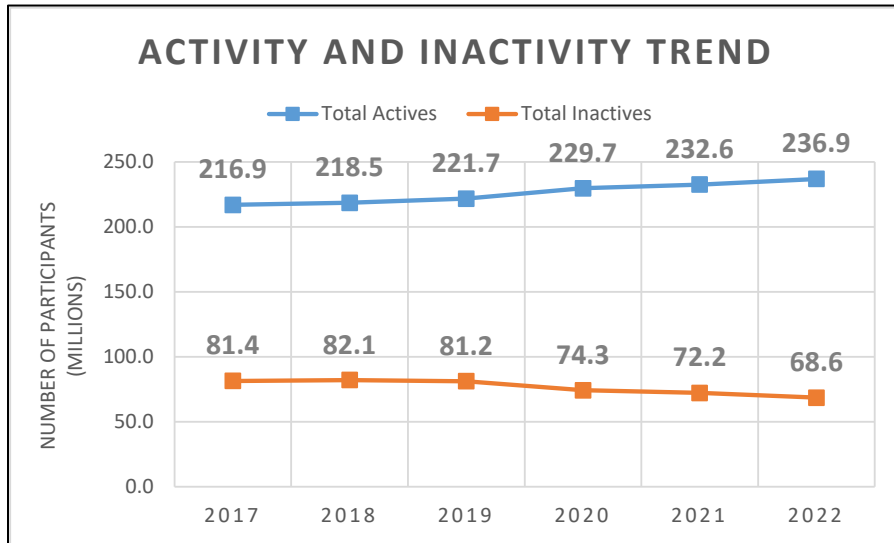
The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the U.S. This study looked at 120 different sports/activities and subdivided them into various categories including: sports, fitness, outdoor activities, aquatics, etc.





OVERALL PARTICIPATION

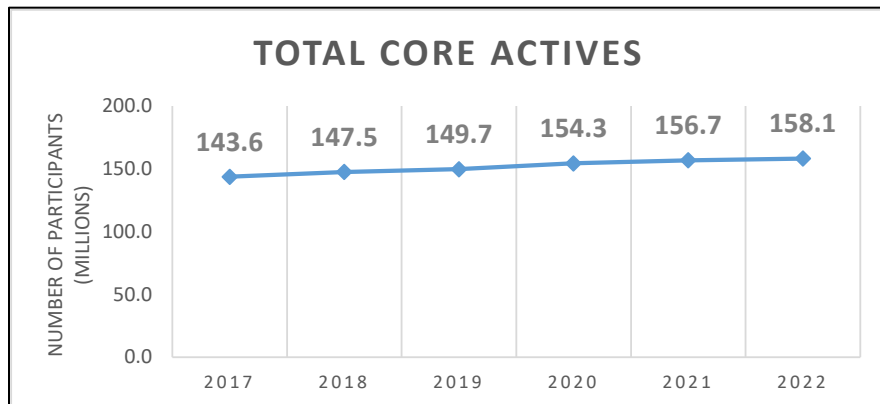
Approximately 236.9 million people ages six and over reported being active in 2023, which is a 1.9% increase from 2021 and the greatest number of active Americans in the last 6 years. This is an indicator that Americans are continuing to make physical activity more of a priority in their lives. Outdoor activities continue to thrive, recreation facilities reopened. fitness at home maintains popularity, and team sports are slowly reaching pre-pandemic participation levels. The chart below depicts participation levels for active and inactive (those who engage in no physical activity) Americans over the past 6 years.



CORE VS. CASUAL PARTICIPATION

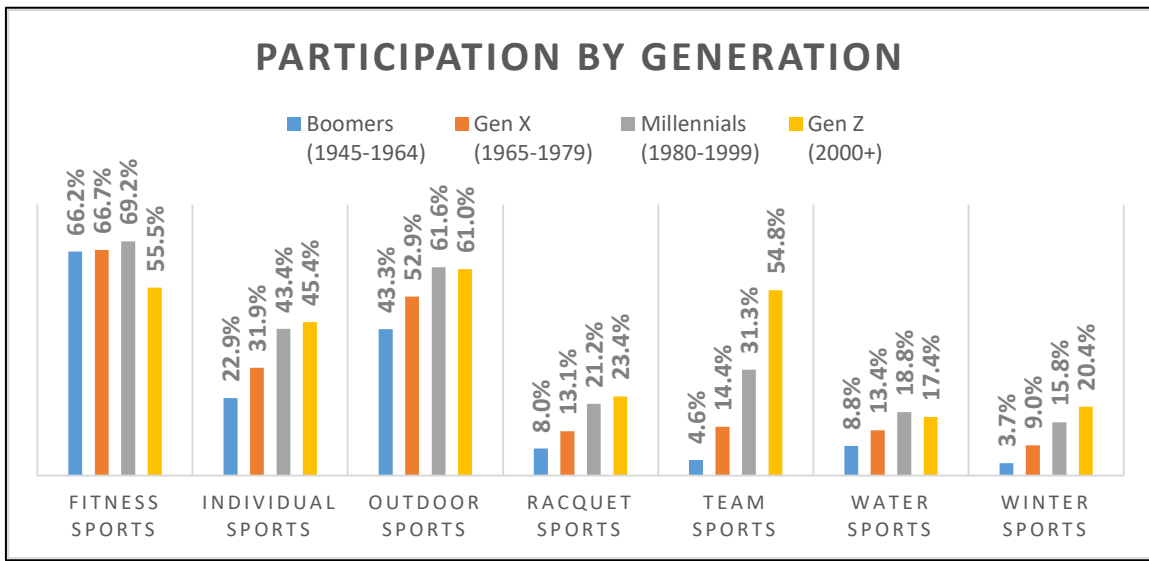
In addition to overall participation rates, SFIA further categorizes active participants as either core or casual participants based on frequency of participation. Core participants have higher participatory frequency than casual participants. The thresholds that define casual versus core participation may vary based on the nature of each individual activity. For instance, core participants engage in most fitness activities more than fifty times per year, while for sports, the threshold for core participation is typically thirteen times per year.

In each activity, core participants are more committed and tend to be less likely to switch to other activities or become inactive (engage in no physical activity) than casual participants. This may also explain why activities with more core participants tend to experience less pattern shifts in participation rates than those with larger groups of casual participants. Increasing for the fifth straight year, 158.1 million people were considered CORE participants in 2023.



PARTICIPATION BY GENERATION

The following chart shows 2023 participation rates by generation. Fitness sports continue to be the go-to means of exercise for Boomers, Gen X, and Millennials. Over half of the Gen X, Millennials, and Gen Z generation participated in one type of outdoor activity. Team sports were heavily dominated by generation Gen Z and a third of Gen X also participated in individual sports such as golf, trail running, triathlons, and bowling.



HIGHLIGHTS

Team sports are continuing to recover due to shutdowns during the pandemic. Team sports participation rate increased to 23.2% which is near 2019 participation levels. Pickleball continues to be the fastest growing sport in America by doubling its participation in 2023. Following the popularity of pickleball, every racquet sport also increased in total participation in 2023.

Americans continued to practice yoga, attend Pilates training, and workout with kettlebells. Many started indoor climbing, while others took to the hiking trail. The waterways traffic had an increase of stand-up paddlers, kayaks, and jet skis. Gymnastics, swimming on a team, court volleyball, and fast-pitch softball benefited from the participation boom created from the Olympics.

Water sports had the largest gain in participation rates. Activities such as jet skiing, scuba diving, and boardsailing/windsurfing all contributed to the 7% increase. Outdoor sports continued to grow with 55% percent of the U.S. population participating. This rate remains higher than pre-pandemic levels with a 51% participation rate in 2019. The largest contributor to this gain was trail running, having a 45% increase over the last five years.



NATIONAL TRENDS IN GENERAL SPORTS

PARTICIPATION LEVELS

The top sports most heavily participated in the United States were basketball (28.1 million), golf (25.6 million), and tennis (23.6 million) which have participation figures well more than the other activities within the general sports category. Baseball (15.5 million), and outdoor soccer (13.0 million) round out the top five.

The popularity of basketball, golf, and tennis can be attributed to the ability to compete with small number of participants, this coupled with an ability to be played outdoors and/or properly distanced helps explain their popularity during the COVID-19 pandemic. Basketball’s overall success can also be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at most American dwellings as a drive-way pickup game. Golf continues to benefit from its wide age segment appeal and is considered a life-long sport. In addition, target type game venues or golf entertainment venues have increased drastically (86.2%) as a 5-year trend, using golf entertainment (e.g., Top Golf) as a new alternative to breathe life back into the game of golf.



BASKETBALL
28.1 MILLION



GOLF
25.6 MILLION



TENNIS
23.6 MILLION



GOLF VENUE
15.5 MILLION



BASEBALL
15.5 MILLION

FIVE-YEAR TREND

Since 2017, pickleball (185.7%), golf - entertainment venues (86.2%), and tennis (33.4%) have shown the largest increase in participation. Similarly, basketball (20.3%) and outdoor soccer (9.2%) have also experienced significant growth. Based on the five-year trend from 2017-2023, the sports that are most rapidly declining in participation include ultimate frisbee (-31.5%), rugby (-28.1%), and roller hockey (-25.4%).

ONE-YEAR TREND

The most recent year shares some similarities with the five-year trends; with pickleball (85.7%) and golf - entertainment venues (25.7%) experiencing some of the greatest increases in participation this past year. Other top one-year increases include racquetball (8.0%), badminton (7.1%), and gymnastics.

Sports that have seen moderate 1-year increases, but 5-year decreases are racquetball (8.0%), gymnastics (7.1%), and court volleyball (4.2%). This could be a result of coming out of the COVID-19 pandemic and team program participation on the rise. Like their 5-year trend, rugby (-5.8%), roller hockey (-4.0%), and ultimate frisbee (-2.2%) have seen decreases in participation over the last year.

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2017	2021	2022	5-Year Trend	1-Year Trend
Basketball	23,401	27,135	28,149	20.3%	3.7%
Golf (9 or 18-Hole Course)	23,829	25,111	25,566	7.3%	1.8%
Tennis	17,683	22,617	23,595	33.4%	4.3%
Golf (Entertainment Venue)	8,345	12,362	15,540	86.2%	25.7%
Baseball	15,642	15,587	15,478	-1.0%	-0.7%
Soccer (Outdoor)	11,924	12,556	13,018	9.2%	3.7%
Pickleball	3,132	4,819	8,949	185.7%	85.7%
Football (Flag)	6,551	6,889	7,104	8.4%	3.1%
Badminton	6,430	6,061	6,490	0.9%	7.1%
Volleyball (Court)	6,317	5,849	6,092	-3.6%	4.2%
Softball (Slow Pitch)	7,283	6,008	6,036	-17.1%	0.5%
Soccer (Indoor)	5,399	5,408	5,495	1.8%	1.6%
Boxing for Fitness	5,157	5,237	5,472	6.1%	4.5%
Football (Tackle)	5,224	5,228	5,436	4.1%	4.0%
Football (Touch)	5,629	4,884	4,843	-14.0%	-0.8%
Gymnastics	4,805	4,268	4,569	-4.9%	7.1%
Volleyball (Sand/Beach)	4,947	4,184	4,128	-16.6%	-1.3%
Track and Field	4,161	3,587	3,690	-11.3%	2.9%
Racquetball	3,526	3,260	3,521	-0.1%	8.0%
Cheerleading	3,816	3,465	3,507	-8.1%	1.2%
Ice Hockey	2,544	2,306	2,278	-10.5%	-1.2%
Softball (Fast Pitch)	2,309	2,088	2,146	-7.1%	2.8%
Ultimate Frisbee	3,126	2,190	2,142	-31.5%	-2.2%
Wrestling	1,896	1,937	2,036	7.4%	5.1%
Lacrosse	2,171	1,892	1,875	-13.6%	-0.9%
Roller Hockey	1,834	1,425	1,368	-25.4%	-4.0%
Squash	1,492	1,185	1,228	-17.7%	3.6%
Rugby	1,621	1,238	1,166	-28.1%	-5.8%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
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NATIONAL TRENDS IN GENERAL FITNESS

PARTICIPATION LEVELS

Overall, national participatory trends in fitness have experienced growth in recent years. Many of these activities have become popular due to an increased interest among Americans to improve their health and enhance quality of life by engaging in an active lifestyle. The most popular general fitness activities in 2023 also were those that could be done at home or in a virtual class environment. The activities with the most participation was walking for fitness (114.8 million), treadmill (53.6 million), free weights (53.1 million), running/jogging (47.8 million), and yoga (33.6 million).



FIVE-YEAR TREND

Over the last five years (2017-2023), the activities growing at the highest rate were trail running (44.9%), yoga (23.0%), Pilates training (14.0%) and dance, step & choreographed exercise. Over the same period, the activities that have undergone the biggest decline in participation include group stationary cycling (-33.4%), cross-training style workout (-32.1%) and non-traditional/off road triathlons (-28.1%).

ONE-YEAR TREND

In the last year, fitness activities with the largest gains in participation were group-related activities, cardio kickboxing (8.5%), Pilates training (5.8%), and group stationary cycling (5.5%). This 1-year trend is another indicator that participants feel safe returning to group-related activities. Trail running (5.9%) also saw a moderate increase indicating trail connectivity to continue to be important for communities to provide. In the same span, fitness activities that had the largest decline in participation were cross-training style workout (-5.3%), bodyweight exercise (-2.6%) and running/jogging (-2.4%).

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2017	2021	2022	5-Year Trend	1-Year Trend
Walking for Fitness	110,805	115,814	114,759	3.6%	-0.9%
Treadmill	52,966	53,627	53,589	1.2%	-0.1%
Free Weights (Dumbbells/Hand Weights)	52,217	52,636	53,140	1.8%	1.0%
Running/Jogging	50,770	48,977	47,816	-5.8%	-2.4%
Yoga	27,354	34,347	33,636	23.0%	-2.1%
Stationary Cycling (Recumbent/Upright)	36,035	32,453	32,102	-10.9%	-1.1%
Weight/Resistant Machines	36,291	30,577	30,010	-17.3%	-1.9%
Free Weights (Barbells)	27,444	28,243	28,678	4.5%	1.5%
Elliptical Motion/Cross-Trainer	32,283	27,618	27,051	-16.2%	-2.1%
Dance, Step, & Choreographed Exercise	22,616	24,752	25,163	11.3%	1.7%
Bodyweight Exercise	24,454	22,629	22,034	-9.9%	-2.6%
High Impact/Intensity Training	21,476	21,973	21,821	1.6%	-0.7%
Trail Running	9,149	12,520	13,253	44.9%	5.9%
Rowing Machine	11,707	11,586	11,893	1.6%	2.6%
Stair Climbing Machine	14,948	11,786	11,677	-21.9%	-0.9%
Pilates Training	9,047	9,745	10,311	14.0%	5.8%
Cross-Training Style Workout	13,622	9,764	9,248	-32.1%	-5.3%
Martial Arts	5,838	6,186	6,355	8.9%	2.7%
Stationary Cycling (Group)	9,409	5,939	6,268	-33.4%	5.5%
Cardio Kickboxing	6,693	5,099	5,531	-17.4%	8.5%
Boxing for Fitness	5,157	5,237	5,472	6.1%	4.5%
Boot Camp Style Cross-Training	6,651	5,169	5,192	-21.9%	0.4%
Barre	3,436	3,659	3,803	10.7%	3.9%
Tai Chi	3,787	3,393	3,394	-10.4%	0.0%
Triathlon (Traditional/Road)	2,162	1,748	1,780	-17.7%	1.8%
Triathlon (Non-Traditional/Off Road)	1,878	1,304	1,350	-28.1%	3.5%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Participation Growth/Decline:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	



NATIONAL TRENDS IN OUTDOOR/ADVENTURE RECREATION

PARTICIPATION LEVELS

Results from the SFIA report demonstrate rapid growth in participation regarding outdoor/adventure recreation activities. Much like general fitness activities, these activities encourage an active lifestyle, can be performed individually, and are not as limited by time constraints. In 2023, the most popular activities, in terms of total participants include day hiking (59.5 million), road bicycling (43.6 million), freshwater fishing (41.8 million), camping (37.4 million), and wildlife viewing (20.6 million).



DAY HIKING

59.6 MILLION



ROAD BICYCLING

43.6 MILLION



FRESHWATER FISHING

41.8 MILLION



CAMPING

37.4 MILLION



WILDLIFE VIEWING

20.6 MILLION

FIVE-YEAR TREND

From 2017-2023, sport/bouldering (174.8%), camping (42.5%), skateboarding (41.3%), day hiking (32.7%), birdwatching (28.6%) has undergone large increases in participation. The five-year trend also shows activities such as indoor climbing (-51.4%), adventure racing (-32.2%) to be the only activities with double-digit decreases in participation.

ONE-YEAR TREND

The one-year trend shows most activities growing in participation from the previous year. The most rapid growth being in sport/boulder climbing (151.1%), BMX bicycling (8.3%), birdwatching (6.8%), and in-line roller skating (4.7%). Over the last year, the only activities that underwent decreases in participation were indoor climbing (-56.9%), adventure racing (-6.1%), and overnight backpacking (-0.9%). Core vs. Casual trends in Outdoor recreation

National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2017	2021	2022	5-Year Trend	1-Year Trend
Hiking (Day)	44,900	58,697	59,578	32.7%	1.5%
Bicycling (Road)	38,866	42,775	43,554	12.1%	1.8%
Fishing (Freshwater)	38,346	40,853	41,821	9.1%	2.4%
Camping	26,262	35,985	37,431	42.5%	4.0%
Wildlife Viewing (>1/4 mile of Vehicle/Home)	20,351	20,452	20,615	1.3%	0.8%
Camping (Recreational Vehicle)	16,159	16,371	16,840	4.2%	2.9%
Birdwatching (>1/4 mile of Vehicle/Home)	12,296	14,815	15,818	28.6%	6.8%
Fishing (Saltwater)	13,062	13,790	14,344	9.8%	4.0%
Backpacking Overnight	10,975	10,306	10,217	-6.9%	-0.9%
Skateboarding	6,382	8,747	9,019	41.3%	3.1%
Bicycling (Mountain)	8,609	8,693	8,916	3.6%	2.6%
Fishing (Fly)	6,791	7,458	7,631	12.4%	2.3%
Archery	7,769	7,342	7,428	-4.4%	1.2%
Climbing (Sport/Boulder)	2,103	2,301	5,778	174.8%	151.1%
Roller Skating, In-Line	5,268	4,940	5,173	-1.8%	4.7%
Bicycling (BMX)	3,413	3,861	4,181	22.5%	8.3%
Climbing (Indoor)	5,045	5,684	2,452	-51.4%	-56.9%
Climbing (Traditional/Ice/Mountaineering)	2,527	2,374	2,452	-3.0%	3.3%
Adventure Racing	2,529	1,826	1,714	-32.2%	-6.1%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	



NATIONAL TRENDS IN AQUATICS

PARTICIPATION LEVELS

Swimming is deemed a lifetime activity, which is why it continues to have such strong participation. In 2023, fitness swimming remained the overall leader in participation (26.3 million) amongst aquatic activities.



FIVE-YEAR TREND

Assessing the five-year trend, fitness swimming (-3.2%) and swimming on a team (-3.4%) experienced moderate decreases due to the accessibility of facilities during COVID-19. While aquatic exercise (2.1%) saw a slight increase in participation during this same time.

ONE-YEAR TREND

In 2023, all aquatic activities saw moderate increases in participation which can be asserted to facilities and programs returning to pre-COVID-19 pandemic levels. Swimming on a team (2.8%), aquatic exercise (2.7%) andn fitness swimming (2.5%) saw moderate increases in participation.

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2017	2021	2022	5-Year Trend	1-Year Trend
Swimming (Fitness)	27,135	25,620	26,272	-3.2%	2.5%
Aquatic Exercise	10,459	10,400	10,676	2.1%	2.7%
Swimming on a Team	3,007	2,824	2,904	-3.4%	2.8%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

NATIONAL TRENDS IN WATER SPORTS / ACTIVITIES

PARTICIPATION LEVEL

The most popular water sports / activities based on total participants in 2023 were recreational kayaking (13.6 million), canoeing (9.5 million), and snorkeling (7.4 million). It should be noted that water activity participation tends to vary based on regional, seasonal, and environmental factors. A region with more water access and a warmer climate is more likely to have a higher participation rate in water activities than a region that has a long winter season or limited water access. Therefore, when assessing trends in water sports and activities, it is important to understand that fluctuations may be the result of environmental barriers which can influence water activity participation.



FIVE-YEAR TREND

Over the last five years, surfing (37.8%), recreational kayaking (28.7%), stand-up paddling (13.6%) and white-water kayaking (9.0%) were the fastest growing water activities. From 2017-2023, activities declining in participation were water skiing (-14.9%), snorkeling (-12.0%), boardsailing/windsurfing (-11.6%), and sea/touring kayaking (10.6%).

ONE-YEAR TREND

In 2023, water skiing (-0.6%) was the only water activity to see a decrease in participation. Activities which experienced the largest increases in participation in the most recent year include **jet skiing (7.6%)**, **scuba diving (7.4%)**, **boardsailing/windsurfing (7.2%)**, and **surfing (6.6%)**.



National Participatory Trends - Water Sports / Activities					
Activity	Participation Levels			% Change	
	2017	2021	2022	5-Year Trend	1-Year Trend
Kayaking (Recreational)	10,533	13,351	13,561	28.7%	1.6%
Canoeing	9,220	9,199	9,521	3.3%	3.5%
Snorkeling	8,384	7,316	7,376	-12.0%	0.8%
Jet Skiing	5,418	5,062	5,445	0.5%	7.6%
Stand-Up Paddling	3,325	3,739	3,777	13.6%	1.0%
Surfing	2,680	3,463	3,692	37.8%	6.6%
Sailing	3,974	3,463	3,632	-8.6%	4.9%
Rafting	3,479	3,383	3,595	3.3%	6.3%
Water Skiing	3,572	3,058	3,040	-14.9%	-0.6%
Wakeboarding	3,005	2,674	2,754	-8.4%	3.0%
Kayaking (White Water)	2,500	2,587	2,726	9.0%	5.4%
Scuba Diving	2,874	2,476	2,658	-7.5%	7.4%
Kayaking (Sea/Touring)	2,955	2,587	2,642	-10.6%	2.1%
Boardsailing/Windsurfing	1,573	1,297	1,391	-11.6%	7.2%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

2.3 NON-PARTICIPANT INTEREST BY AGE SEGMENT

In addition to participation rates by generation, SFIA also tracks non-participant interest. These are activities that the U.S. population currently does not participate in due to physical or monetary barriers, but is interested in participating in. Below are the top five activities that each age segment would be most likely to partake in if they were readily available.

Overall, the activities most age segments are interested in including Camping, Bicycling, Fishing, and Swimming for Fitness. All of which are deemed as low-impact activities, making them obtainable for any age segment to enjoy.





2.4 RECREATION TRENDS FOR THE SENIOR POPULATION (55+)

Today, Calabasas is diverse with greater and contrasting needs and desires. The Community Services Department has evolved to ensure that all members of the community are able to benefit from their vast holdings of open space, recreation facilities and service offerings. One area of growing interest is serving the expanding population of older adults.

As mentioned previously, 45% of the population in Calabasas will be 55+ by 2037.

The findings in a research report produced by NRPA affirms that parks and recreation is a vital service provider to older adults, and yet there remains significant opportunity to do much more. Some of the key findings in the report indicate that more than nine in ten park and recreation agencies report that they offer facilities, activities and programming that cater to older adults. These activities vary, including providing older adults with chances to socialize with others, ways to stay healthy and active, and opportunities to serve others in their communities. Following is a list of activities that are among those most often geared to older adults:

- Exercise classes
- Field trips, tours, vacations
- Arts and crafts classes
- Opportunities to volunteer
- Special events and festivals targeted at older adults.
- Group walks
- Paid job opportunities to lead exercise classes, work in Community Centers or at parks.

As noted above, the list of activities varies from active to passive and everywhere in-between.

Where Calabasas can make a real, lasting difference is in providing evidence-based chronic disease prevention and/or management programs that keep older adults healthy and active for years to come. The trend to accomplish this is for the Department to offer these types of programs for older adults in Calabasas, including those focused on enhanced fitness, diabetes management, living with arthritis and improving balance.

The wide breadth of service offerings for older adults should reflect the broad population served including following a wide definition of “older adults” when designing and marketing offerings – in many cases starting with adults as young as 55 years old.

Furthermore, Calabasas may be unique in ensuring that the needs of underserved older adults are met. The Department can be a critical, lifesaving resource for lower and/or fixed income segments of the older adult population. This can include transportation to and from activities and facilities and low-cost or free fitness programs.

Calabasas could consider developing programming for older adults with key partners. To best serve this population, partnerships can include, but not limited to:

- Area agencies on aging
- Retirement communities
- Senior meals providers

- Hospitals and doctors' offices
- Local health departments
- Health insurance companies
- Community-based organizations (e.g., faith-based)

But even with these partners, Calabasas will have hurdles that must be overcome before providing more services to older adults. The most common challenges are the result of inadequate resources, including facility space shortages, insufficient funding, and staffing shortages. These resource constraints will become even more acute as the older adult population grows and the demand for these services increases.

2.5 LOCAL TRENDS – GENERAL SPORTS MARKET POTENTIAL

ESRI's 2023 Sports and Leisure Market Potential Data measures the demand for recreation activities as well as expected consumer attitudes towards these activities by City of Calabasas residents. The MPI shows the likelihood that a resident of the City of Calabasas will participate in certain activities when compared to the US National average. The City is compared to the national average in three (3) categories - general sports, fitness, and outdoor recreation. PLEASE NOTE: The participation by Calabasas residents in these activities is not restricted geographically to the City of Calabasas. For example, a Calabasas resident may participate in an activity offered by the City of Agoura Hills.

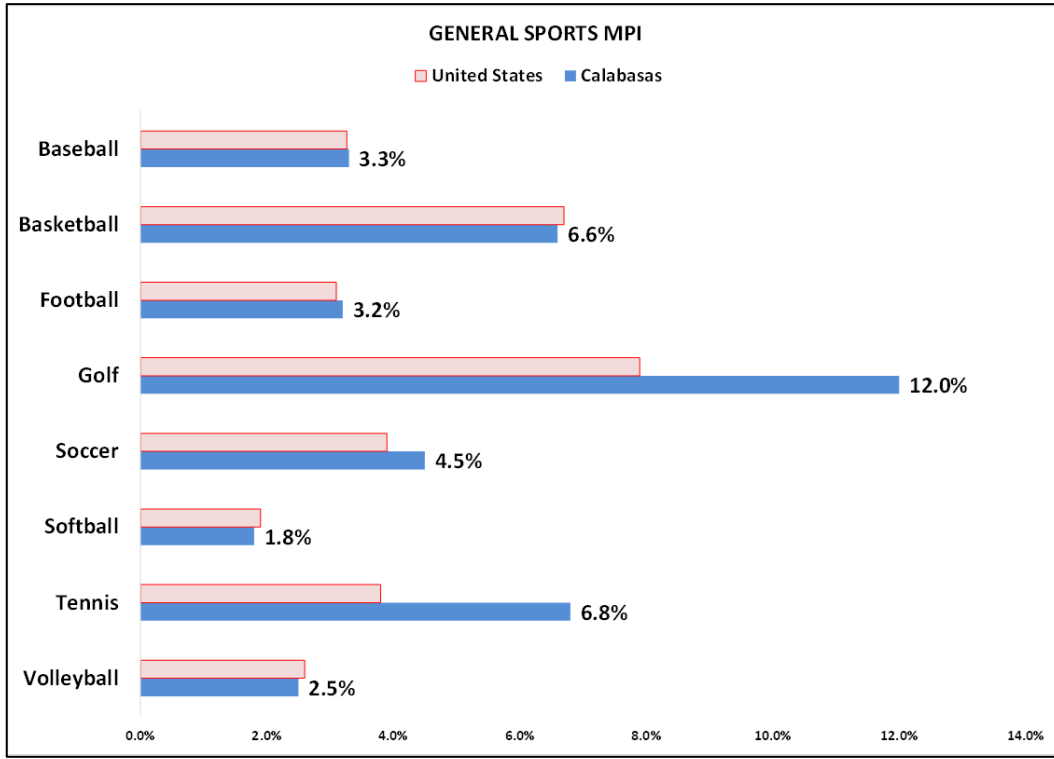
Overall, Calabasas demonstrates average to above average market potential index numbers. Looking at the three categories (general sports, fitness, and outdoor activity), Calabasas's MPI percentages show that Calabasas has strong participation rates when it comes to fitness activities; general sports and outdoor recreation activities range from above to below the national averages, depending upon the activity.

Activities with MPI numbers greater than the national average are significant because they demonstrate that there is a greater potential that Calabasas residents will actively participate in offerings if the City or surrounding communities provided these activities. Activities with MPI numbers lower than the national average are also significant because they demonstrate that there is either a lower potential that Calabasas residents will participate in these activities or the opportunity to participate in these activities is not available to them.

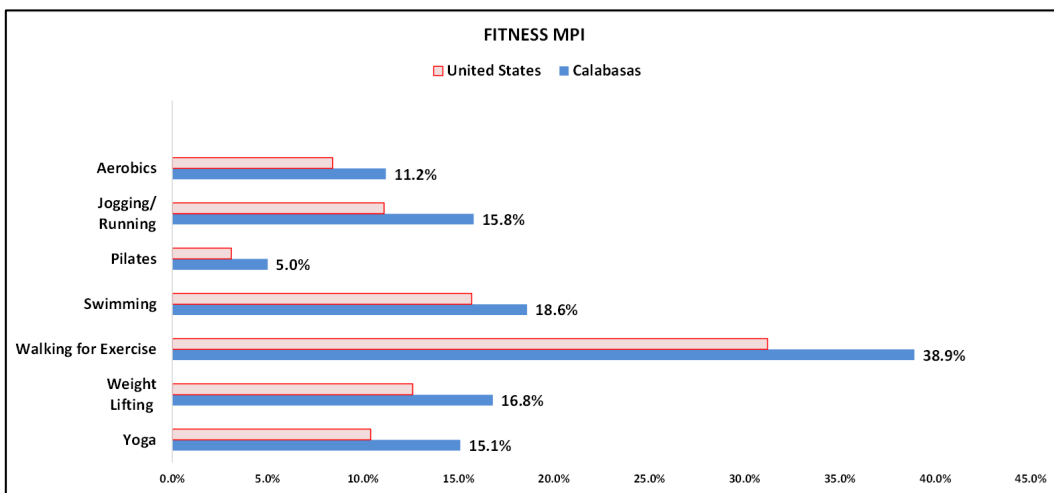
This data should be interfaced with other key findings derived during the master planning process to determine an appropriate level of service for park acreage and amenities for the City of Calabasas. Other key factors that determine level of service include, but are not limited to demographic projections, resident need as determined by the community engagement process, current level of service (existing park and amenity inventory), and access to existing parks and amenities.



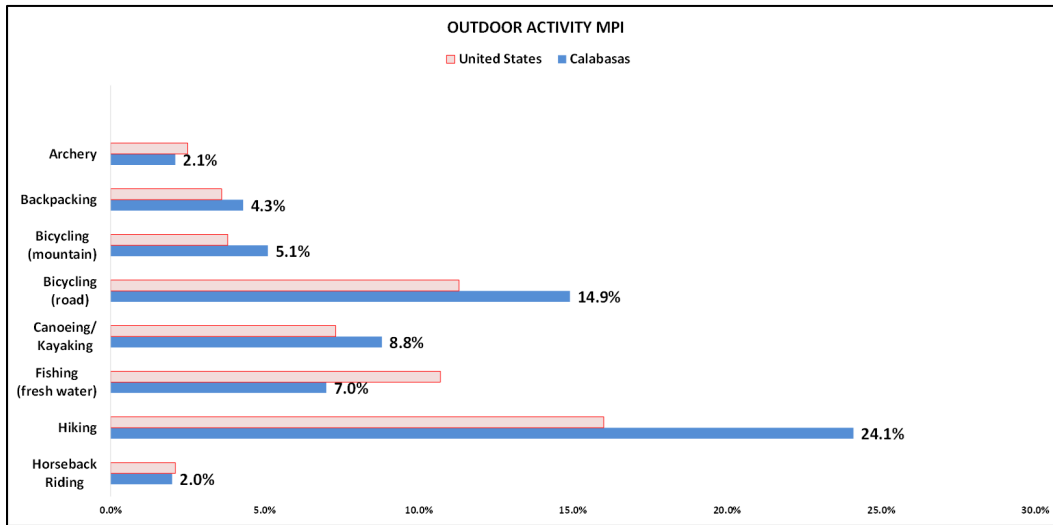
2023 GENERAL SPORTS MARKET POTENTIAL INDEX



2023 GENERAL FITNESS MARKET POTENTIAL INDEX



2023 OUTDOOR RECREATION MARKET POTENTIAL INDEX



2.6 RECREATION TRENDS SUMMARY

It is critically important for Calabasas Community Services to understand the local and national participation trends in recreation activities. In doing so, the Department can gain general insight into the lifecycle stage of recreation programs and activities (emerging, stable, and declining) and thereby anticipate potential changes in need and demand for the programs and activities that it provides to the residents of Calabasas. Here are some major takeaways for local and national recreation trends:

- Fitness walking remained the most popular activity OVERALL nationally and this activity will continue to grow in popularity in Calabasas.
- All listed aquatic activities have experienced strong participation nationally and swimming is above the national average in Calabasas.
- Basketball is the most participated in sport nationally while golf is the most participated in sport locally.
- Tackle football has gained participants nationally over the last five years, but MPI numbers are well below the national average.
- Fast-pitch and slow-pitch softball saw slight increases in participation nationally over the last year, but the Calabasas MPI for softball is below national participation.
 - PLEASE NOTE: Individual MPI numbers are not available for fast-pitch and slow-pitch softball.
- Outdoor recreational activities are on the rise nationally and many of these activities are popular locally, including bicycling, hiking, and rock climbing.
- Based on national measurements, income level has a positive impact on activity rate. Higher income households tend to have higher activity rates.



2.7 COMPETITOR ASSESSMENT

A key component of the study is an assessment of similar service providers within a 20 minute drive time of the City of Calabasas. The purpose of a Similar Provider Assessment is to identify direct and indirect similar service providers which offer facilities and offerings like what the City offers or could offer in the future. Once similar providers are identified, each site is assessed based on amenities and programs. This information helps identify gaps / overlaps in services.

SIMILAR COMMUNITY CENTER/COMMUNITY CENTER PROVIDERS

This list below includes similar community center/public facility providers that were assessed in the study. The Similar Providers analyzed consist of the three (3) direct providers within the service area. This list includes a variety of public and non-profit operators that define the competitive market for the City.

Drive Distance	Drive Time	Recreation Centers	Address	Gymnasium	Kitchen Facilities	Game Room	Aquatic Programs	Camp Programs	Teen Programs	Facility Rentals
3.5 mi	9 min	Woodland Hills Recreation Center	5858 Shoup Ave, Woodland Hills, CA 91367	YES	NO	YES	YES	YES	YES	YES
8 mi	15 min	West Valley Family YMCA	18810 Vanowen St, Reseda, CA 91335	YES	NO	YES	YES	YES	YES	YES
9 mi	12 min	Agoura Hills Recreation and Event Center	29900 Ladyface Ct, Agoura Hills, CA 91301	NO	YES	YES	NO	NO	YES	YES

SUMMARY OF RECREATION/COMMUNITY CENTER SERVICE PROVIDER ASSESSMENT FINDINGS

Based on findings from the service provider assessment, overall, the community center/public facility market is weak as only three public/non-profit facilities exist within the service area.

FACILITY OFFERINGS

- Two of the facilities offer gymnasiums.
- One of the facilities offers kitchen facilities that support room rentals.
- Three of the facilities offer a game room for drop-in play.

PROGRAM OFFERINGS

- Each of the facilities offer facility rentals.
- Three of the facilities offer aquatic, camp, and teen programs.

SIMILAR FITNESS FACILITY PROVIDERS

This list below includes similar fitness facility providers that were assessed in the study. The Similar Providers analyzed consists of twenty-five direct providers within the service area. This list includes a variety of public and private operators that define the competitive market for the Calabasas Community Center and the Calabasas Tennis and Swim Center.

Drive Distance	Drive Time	Fitness Facility	Address	Group Exercise Classes	Fitness Center (self-directed fitness)	Indoor Walking Track	Personal Training
0.4 mi	2 min	The Perfect Workout	23945 Calabasas Rd #217, Calabasas, CA 91302	NO	NO	NO	YES
0.5 mi	3 min	F45 Training Calabasas	23693 Calabasas Rd, Calabasas, CA 91302	YES	NO	NO	YES
0.7 mi	3 min	THE BE KIND STUDIOS (Pilates)	23500 Park Sorrento Unit A1, Calabasas, CA 91302	YES	NO	NO	YES
0.9 mi	3 min	Ya Fit Pilates Studios	23607 Park Belmonte, Calabasas, CA 91302	YES	NO	NO	YES
0.9 mi	5 min	Calabasas Fitness Center	24151 Ventura Blvd, Calabasas, CA 91302	NO	NO	NO	YES
1.2 mi	5 min	Oxygen Yoga & Fitness	23317 Mulholland Dr, Woodland Hills, CA 91364	YES	NO	NO	NO
2.6 mi	7 min	X2U Fitness	22941 Ventura Blvd # E, Woodland Hills, CA 91364	YES	NO	NO	YES
3.2 mi	8 min	e-Motion Training	22420 Sentar Rd, Woodland Hills, CA 91364	NO	NO	NO	YES
3.5 mi	8 min	Orangetheory Fitness	21841 Ventura Blvd, Woodland Hills, CA 91364	YES	NO	NO	NO
3.8 mi	8 min	Pure Function Fitness Center	21408 Ventura Blvd, Woodland Hills, CA 91364	NO	NO	NO	YES
3.8 mi	8 min	Kika Stretch Studios	26500 Agoura Rd Suite 106, Calabasas, CA 91302	NO	NO	NO	YES
4.2 mi	8 min	DIG Cycle & Strength	5727 Las Virgenes Rd B, Calabasas, CA 91302	YES	NO	NO	YES
4.2 mi	8 min	Craft Boxing Club	26662 Agoura Rd, Calabasas, CA 91302	YES	NO	NO	YES
4.4 mi	11 min	Equinox Woodland Hills	21530 W Oxnard St, Woodland Hills, CA 91367	YES	NO	NO	YES
4.5 mi	9 min	BetterBody Fitness	5733 Las Virgenes Rd Ste B, Calabasas, CA 91302	YES	NO	NO	YES
4.7 mi	9 min	Vitality Personal Training, Inc	26791 Agoura Rd D2, Calabasas, CA 91302	NO	NO	NO	YES
5 mi	10 min	Flex Gym Woodland Hills, PMA	20971 Burbank Blvd, Woodland Hills, CA 91367	NO	YES	NO	YES
6 mi	12 min	The Camp Transformation Center	21028 Victory Blvd B, Woodland Hills, CA 91367	YES	NO	NO	YES
6 mi	12 min	Precision CrossFit	28710 Canwood St #105, Agoura Hills, CA 91301	YES	YES	NO	YES
6.8 mi	10 min	Hardcore Fitness Agoura Hills	28501 Canwood St #3c, Agoura Hills, CA 91301	YES	NO	NO	YES
7 mi	11 min	Agoura Fitness	28716 Roadside Dr, Agoura Hills, CA 91301	YES	YES	NO	YES
7.1 mi	12 min	The Training Grounds	5330 Derry Ave # M, Agoura Hills, CA 91301	NO	NO	NO	YES
8 mi	12 min	LA Fitness	5075 Roadside Dr., Agoura Hills, CA 91301	YES	YES	NO	YES
8 mi	13 min	Orangetheory Fitness	5741 Kanan Rd, Agoura Hills, CA 91301	YES	NO	NO	NO
8 mi	15 min	West Valley Family YMCA	18810 Vanowen St, Reseda, CA 91335	YES	YES	YES	YES



SUMMARY OF FITNESS SERVICE PROVIDER ASSESSMENT FINDINGS

Based on findings from the service provider assessment, the fitness market is diverse, ranging from small, specialized training studios to larger all-inclusive facilities.

FACILITY OFFERINGS

- Only five of the facilities offer a fitness center for self-directed fitness.
- Only five of the facilities offer an indoor walking track.

PROGRAM OFFERINGS

- Seventeen providers offer group exercise programs.
- Twenty-three providers offer personal training programs.

SIMILAR AQUATIC FACILITY PROVIDERS

This list below includes similar aquatic facility providers that were assessed in the study. The Similar Providers analyzed consist of the five (5) direct providers within the service area. This list includes a variety of public, non-profit, and private operators that define the competitive aquatic market for the City of Calabasas.

Drive Distance	Drive Time	Aquatic Facilities	Address	Water Exercise Classes	Open Swim	Swim Lessons	Private Swim Lessons	Birthday Parties	Competitive Swimming (Swim Teams)
2 mi	7 min	Calabasas High School Swim Center	22855 Mulholland Hwy, Calabasas, CA 91302	NO	NO	NO	NO	NO	YES
3.5 mi	9 min	Woodland Hills Pool	5858 Shoup Ave, Woodland Hills, CA 91367	YES	YES	YES	YES	YES	YES
8 mi	12 min	LA Fitness	5075 Roadside Dr, Agoura Hills, CA 91301	YES	YES	NO	NO	NO	NO
8 mi	15 min	West Valley Family YMCA	18810 Vanowen St, Reseda, CA 91335	YES	YES	YES	YES	YES	YES
9.6 mi	14 min	Water Wings Swim School	30135 Agoura Rd, Agoura Hills, CA 91301	NO	YES	YES	YES	YES	YES

SUMMARY OF AQUATIC SERVICE PROVIDER ASSESSMENT FINDINGS

Based on findings from the service provider assessment, overall, the aquatic market is strong and diverse; ranging from facilities that provide access for competitive swimming to full service facilities.

PROGRAM/SERVICE OFFERINGS

- Three of the facilities offer water exercise programs.
- Four of the facilities offer open swimming.
- Four of the facilities offer competitive swimming as well as swim lesson and private swim lesson programs.
- Three of the facilities offer birthday parties.

SIMILAR TENNIS CENTER PROVIDERS

This list below includes similar tennis center providers that were assessed in the study. The Similar Providers analyzed consist of thirteen (13) direct providers within the service area. This list includes a variety of public and private operators that define the competitive market for the City of Calabasas.

Tennis Centers									
Drive Distance	Drive Time	Tennis Center	Address	Type	Drop-In Play	Programming	Fees	Lights	Courts
2 mi	7 min	Calabasas High School	22855 Mulholland Highway Calabasas	School	Yes	No	No	No	8
3.5 mi	10 min	The Summit at Warner Center	22298 Summit Vue Ln San Fernando	Club	Yes	Yes	Yes	Yes	5
5.5 mi	13 min	Warner Center	6336 Canoga Ave, Woodland Hills	Private	Yes	Yes	Yes	Yes	13
3.5 mi	9 min	Agoura High School	28545 Driver Ave, Agoura Hills	School	Yes	No	No	Yes	9
8 mi	15 min	Pierce College	6201 Winnetka Ave, Woodland Hills	School	Yes	Yes	No	Yes (partial)	13
9.3 mi	15 min	Balboa Tennis Center	17015 Burbank Blvd, Encino	Public	Yes	Yes	Yes	Yes	16
9.3 mi	17 min	Braemar Country Club	4001 Reseda Blvd, Tarzana	Club	Yes	Yes	Yes	Yes	20
11.9 mi	17 min	Westlake Village Golf Course	Agoura Rd, Westlake Village, CA 91361	Club	Yes	Yes	Yes	Yes	10
12.7 mi	18 min	Westlake Tennis & Swim Club	32250 Triunfo Canyon Rd, Westlake Village	Club	Yes	Yes	Yes	Yes	13
14 mi	25 min	Ralphs-Straus Tennis Center	24255 Pacific Coast Hwy, Malib	Public	Yes	Yes	Yes	Yes	9
14.2 mi	24 min	Crest Tennis Park	24599 Pacific Coast Hwy, Malibu	Public	Yes	Yes	No	Yes	10
14.4 mi	25 min	Malibu Raquet Club	23847 Stuart Ranch Rd, Malibu	Club	Yes	Yes	Yes	Yes	8
15.3 mi	10 min	North Ranch Country Club	4761 Valley Spring Drive, Thousand Oaks	Club	Yes	Yes	Yes	Yes	12

SUMMARY OF TENNIS SERVICE PROVIDER ASSESSMENT FINDINGS

Based on findings from the service provider assessment, overall, the tennis market is strong and diverse, ranging from open public courts in parks to larger private tennis centers.

FACILITY OFFERINGS

- Each facility offers multiple tennis courts.
- All but one of the facilities has lighted courts.

PROGRAM OFFERINGS

- Each of the facilities offer drop-in play.
- All but two of the facilities directly offer programming (leagues and lessons.)



CONCLUSION/ FINDINGS

Based on findings from the competitor analysis, there is an abundance of both fitness and tennis centers in the service area, though many of the fitness centers provide specialized, boutique offerings. On the other hand, looking at recreation and aquatic facilities, there are fewer choices for Calabasas residents. As it relates to the study for CCC, the emphasis at the center should be on fitness, recreational amenities, rental facilities, and community programming.

The scope of available amenities for the area may also correlate to the local trends previously identified in the report. Based on the local market potential index scores, it was determined that residents were more inclined to participate in sports and fitness activities than the national average. This is due in large part to the prevalence of facilities and programming that are primarily centered on recreational activities, tennis, fitness, and aquatics. An updated CCC that satisfies the recreational and general fitness needs of the community would have a strong competitive advantage.



CHAPTER THREE - COMMUNITY NEEDS ASSESSMENT

An integral part of the *Calabasas Programming Needs Study* was an extensive community input and participation plan. A total of nineteen (19) leadership interviews and stakeholder focus groups were conducted as the foundation of public participation. In addition to the leadership interviews, focus groups, and community meetings, the public input process included an on-line household survey of residents.

3.1 COMMUNITY INPUT SUMMARY

The qualitative data collected included multiple leadership interviews, focus groups, and community meetings. A summary of the public input opportunities to date is provided below:

- Twenty-nine (29) leadership interviews and focus groups, two (2) workshops with PRE and two (2) community meetings were conducted in May/June 2023 to be representative, but not exhaustive of interests affecting the programming and services offered by the Calabasas Community Services Department and the re-opening of the Calabasas Community Center. These sessions included:
 - Calabasas Mayor and City Council members
 - Agoura Hills City Council members
 - City of Calabasas City Manager’s Office
 - Park, Recreation and Education Advisory Board Members
 - City of Calabasas Mayor’s Youth Council
 - CCC Joint Powers Authority Board members
 - Parks and facility users and stakeholder groups
 - School officials
 - Senior Center Advisory Board
 - Art and Culture groups
 - Sports groups and leagues
 - Philanthropic organizations
 - Business and community leaders
 - Community as a whole

Input from the community confirmed that the community loves Calabasas’ parks and facilities, but there are gaps in service and amenities and additional City investment is needed to maintain and reinvest in system. Participants see the system as one that is well-maintained with great staff. They also enjoy the numerous programs and amenities offered. Unmet needs exist as the demand for select services is currently outweighing the available facilities and/or existing amenities. The following summarizes the themes of community input:



ECONOMIC DEVELOPMENT THROUGH COMMUNITY SERVICES

- Opportunity exists for community service facilities to enhance and/or advance economic development. There is also an opportunity for economic development to enhance and support park and facility reinvestment.
- Community services can play a significant role in business attraction, residential development, and the overall quality of life attributes desired by the community.
- Investment in parks reflects the community's value set and the City's overall attitude of being an active player in the betterment of the community.

PROGRAMMING AND SERVICES

- The overall quality of programming and services was rated as good.
- Programs and services at De Anza Park need to evolve as recreational trends change.
- Redefining sustainable success for the Senior Center following COVID should be a priority.
- Community special events are appreciated and an increase in the frequency in which they are offered is desired.
- Continued reinvestment in the Tennis and Swim Center is required for long-term sustainable success.
- Re-establishing a strong partnership/joint use agreement with the Las Virgenes Unified School District is the key to maximizing the utilization of tax-supported facilities for community service programs.

RE-GRAND OPENING OF THE CALABASAS COMMUNITY CENTER (CCC)

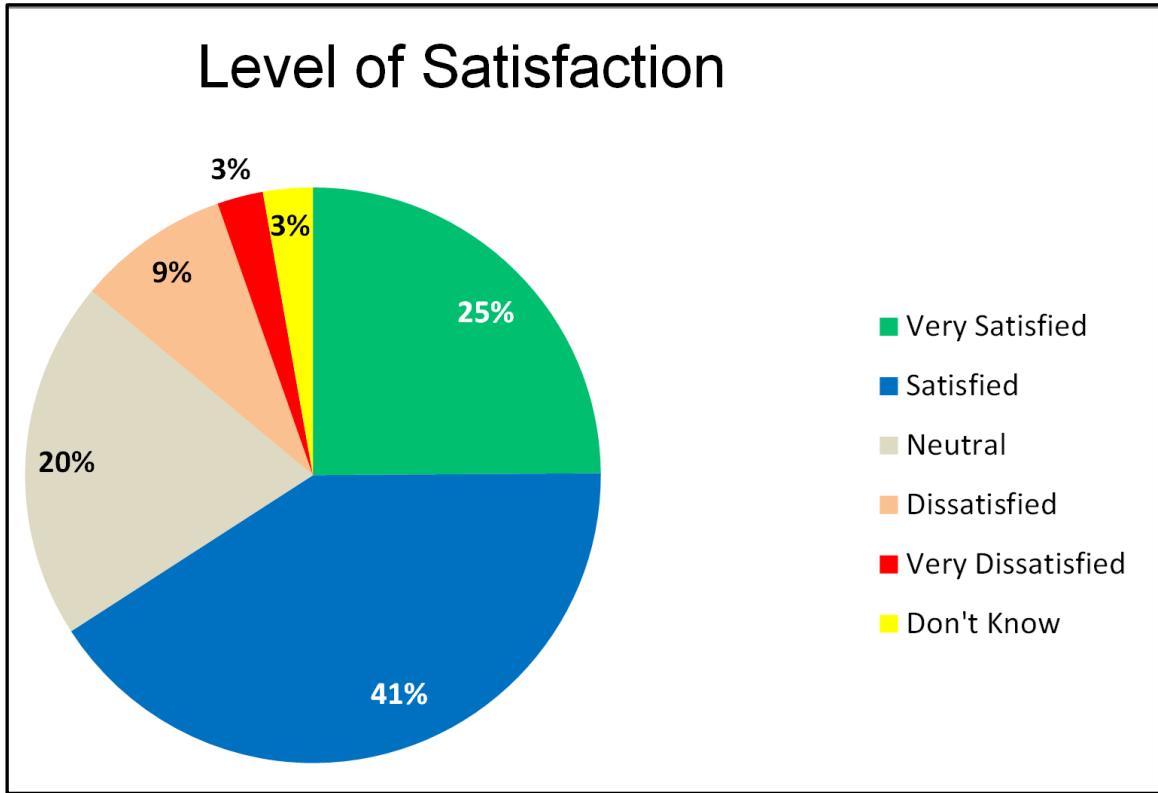
- The CCC is anticipated to primarily serve Calabasas residents that live on the west side of the City and, in turn, provide geographic equity for recreation facilities in the City.
- The gymnasium is exceptionally important to meet growing needs for basketball and pickleball.
- The demand for facility rental space is high but a longer term plan is needed to reinvest in the CCC kitchen to maximize utilization of the Event Center.
- The annual taxpayer operational subsidy should be no more than \$250K.

3.2 WEB-BASED SURVEY FINDINGS

As part of the community input process, the consultant team, in conjunction with the Community Services Department, conducted an online survey and intercept surveys in the summer of 2023 for a better understanding of the preferences and satisfaction levels of Calabasas residents in relation to parks, facilities and recreation activities. Results of the 448 completed surveys are as follows:



LEVEL OF SATISFACTION

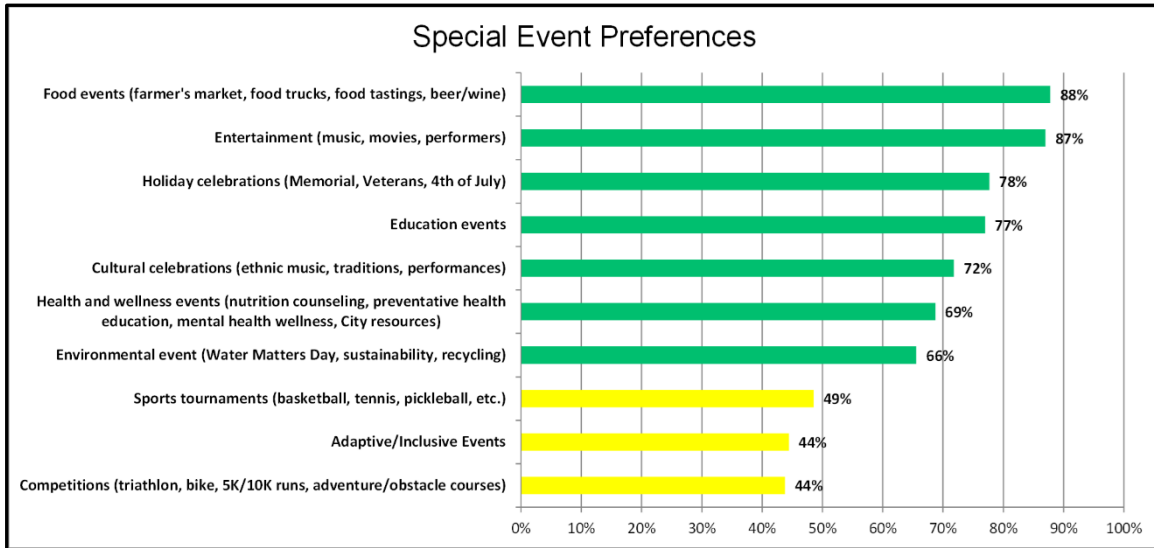


PRIORITIZED PROGRAM AND SERVICE NEED

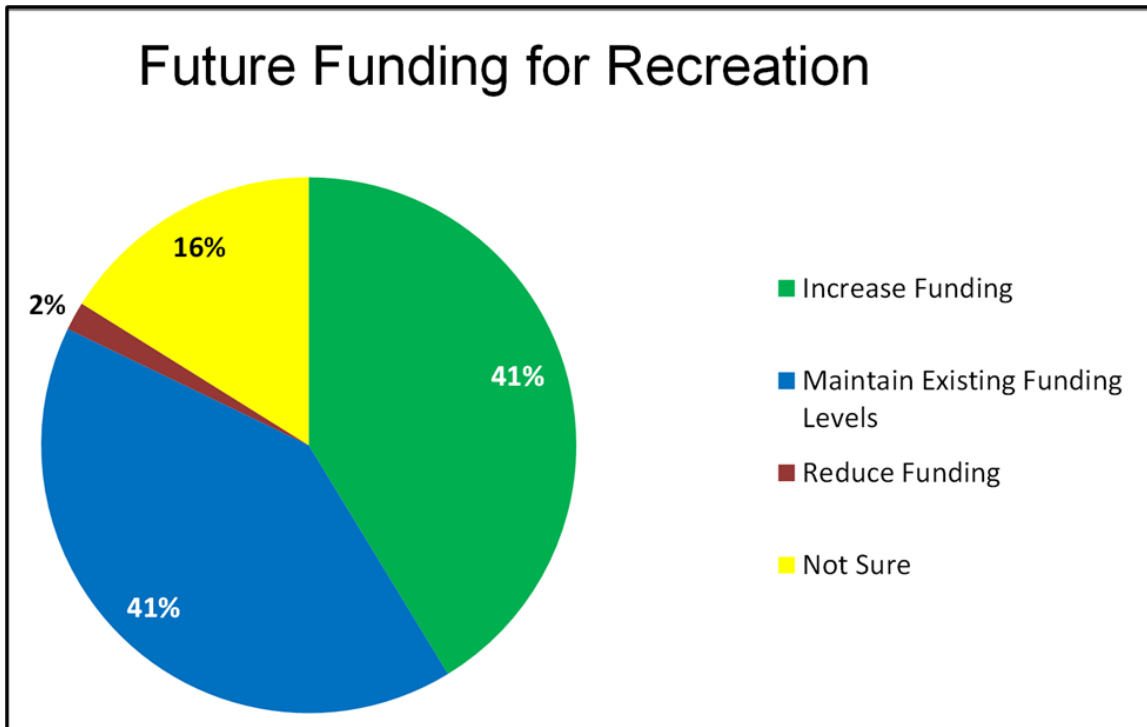
PROGRAMS AND SERVICES	COMMUNITY NEED
Fitness, Health and Wellness	High
Special Events	High
Performing Arts	High
Educational/Lifelong Learning	High
Enrichment (arts, crafts, etc.)	High
Outdoor Recreation	High
Environmental Programs	Medium
Senior (50+) Programs and Services	Medium
Tennis/Pickleball	Medium
Aquatic/Swimming	Medium
Facility Rentals (event centers, picnic shelters, community rooms)	Medium
Sports (basketball, volleyball, soccer, baseball, football)	Medium
E-Sports/Gaming	Low
Out of School (before/after school, camps)	Low
Therapeutic/Special Needs Programs/Services	Low



SPECIAL EVENT CONCEPTS PREFERRED



FUTURE FUNDING FOR COMMUNITY SERVICES



3.3 STASTICALLY VALID SURVEY

OVERVIEW

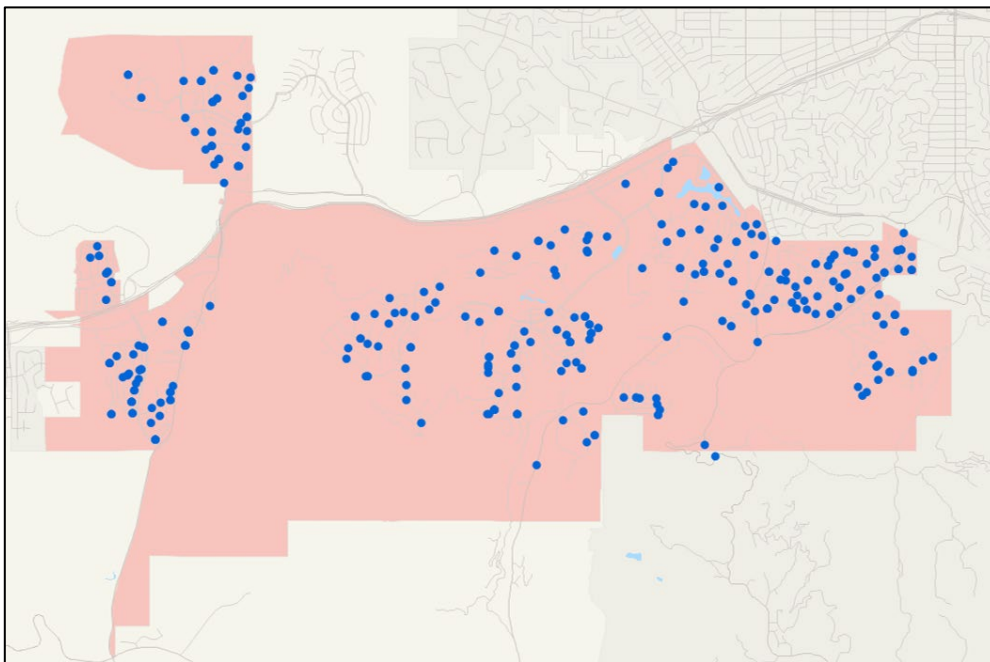
ETC Institute administered a needs assessment survey for Calabasas during the spring/summer of 2023. The survey was administered as part of the City's Programming Needs Study for their residents. The survey results will aid Calabasas in taking a resident-driven approach to making decisions that will enrich and positively affect the lives of residents.

METHODOLOGY

ETC Institute mailed a survey packet to a random sample of households in Calabasas. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it on-line.

A few days after the surveys were mailed, ETC Institute sent emails and placed phone calls to the households that received the survey to encourage participation. The emails contained a link to the on-line version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of Calabasas from participating, everyone who completed the survey on-line was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered on-line with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the on-line survey was not counted.

The goal was to obtain completed surveys from at least 350 resident households. The goal was exceeded with a total of 361 residents completing the survey. The overall results for the sample of 361 households have a precision of at least $\pm 5.1\%$ at the 95% level of confidence. The following scatterplot graph indicates where completed surveys were received from residents in Calabasas.



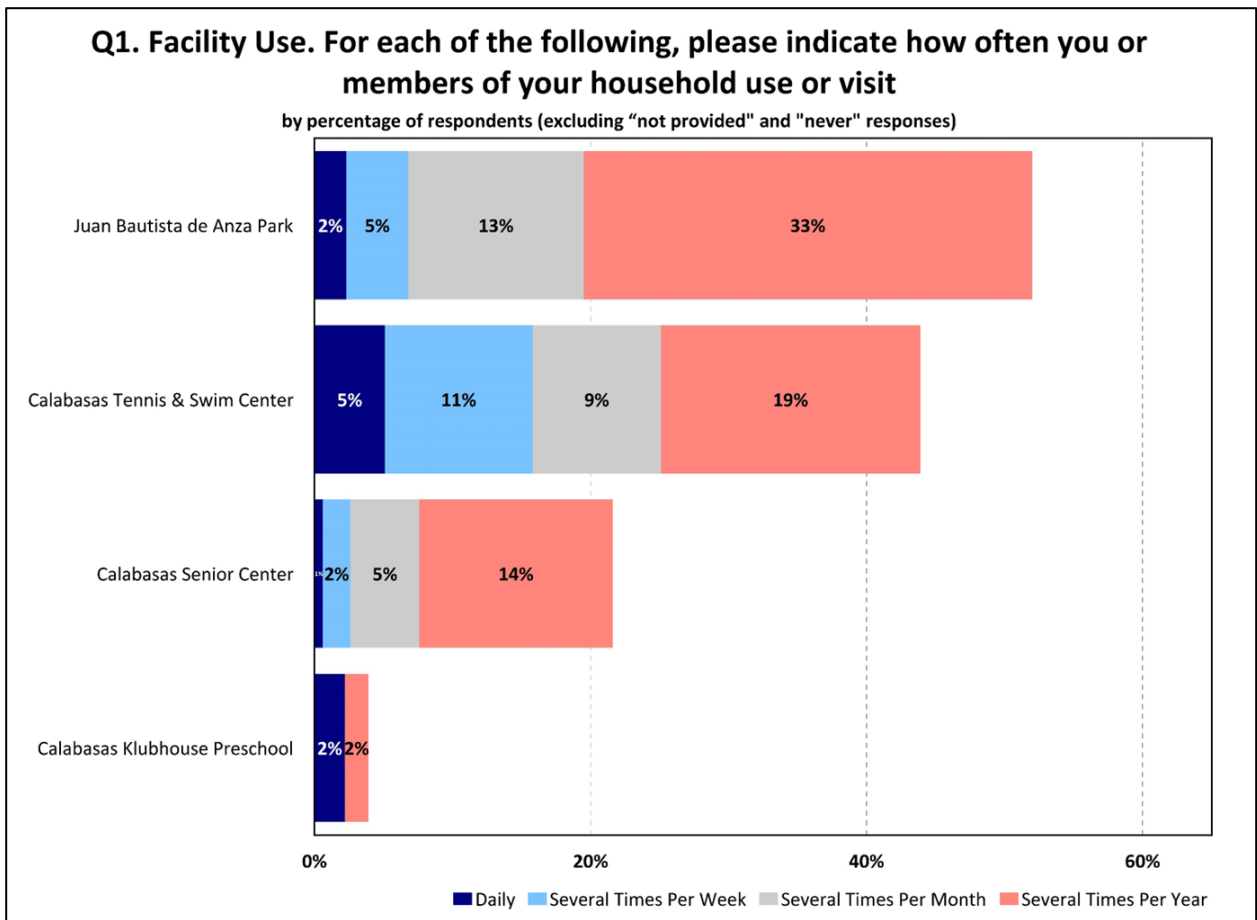
The major findings of the survey are summarized in the following pages. Complete survey results are provided as a separate document.



CURRENT PARK/FACILITY UTILIZATION AND BARRIERS

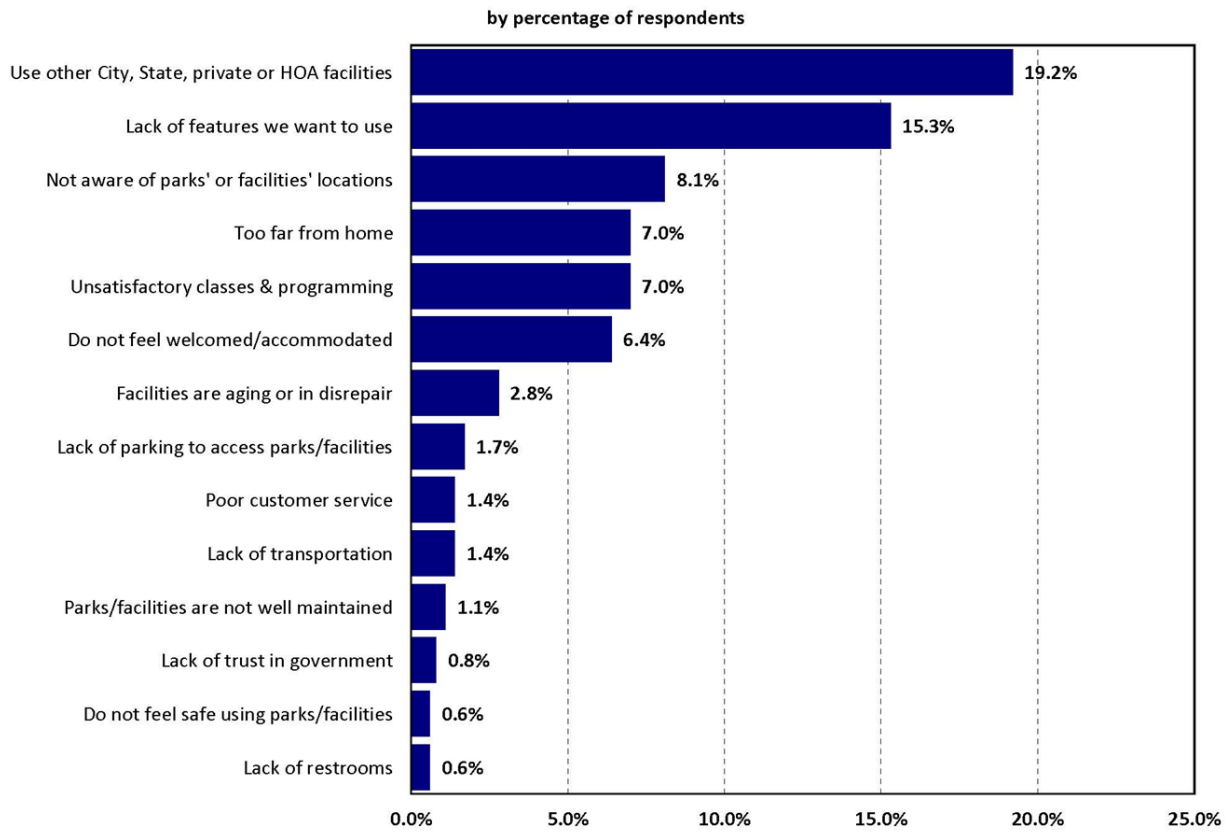
• **Utilization:**

- Fifty-three percent (53%) of households used Juan Bautista de Anza Park over the past 12 months.
- Forty-three percent (43%) of households used the Calabasas Tennis and Swim Center over the last 12 months.
- Twenty-two percent (22%) of households used the Calabasas Senior Center over the last 12 months.
- Four percent (4%) of households used the Calabasas Klubhouse Preschool over the last 12 months.



- **Barriers to Utilizing the Calabasas park and recreation facilities:**
 - Nineteen (19.2%) of households indicated that they use other City, State, private or HOA (Homeowners Association) facilities.
 - Fifteen percent (15.3%) of households indicated that “lack of features we want to use” was a barrier to the utilization of Calabasas park and recreation facilities.

Q1a. If your household has NOT visited any facilities during the past 12 months, please CHECK ALL of the following reasons why you have NOT visited.



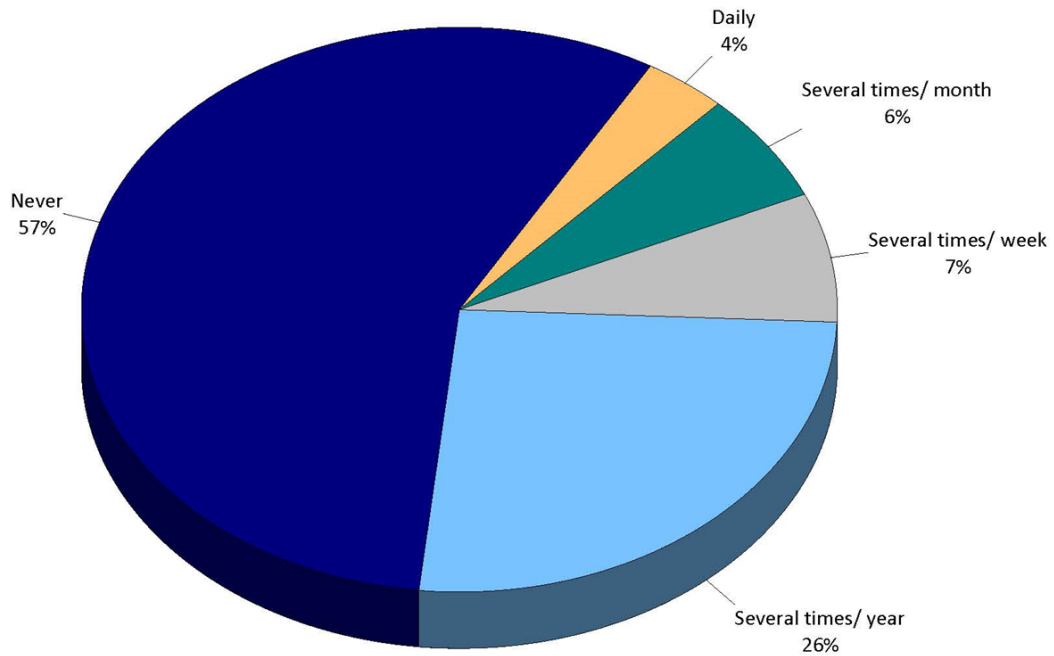


CALABASAS COMMUNITY CENTER (CCC) UTILIZATION AND BARRIERS

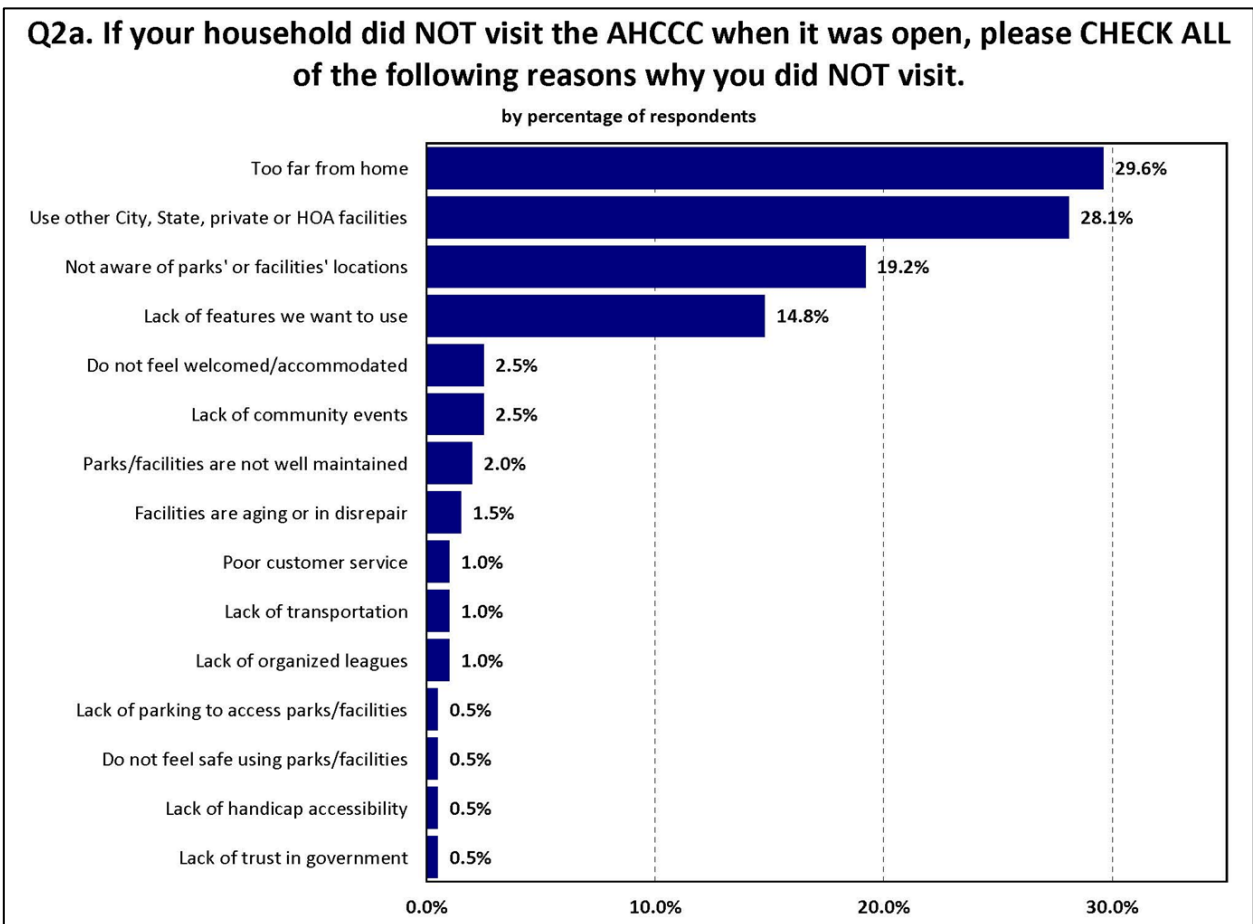
- **Prior to its closure in 2020 - Utilization**
 - Twenty-six percent (26%) of households used the CCC several times per year.
 - Seven percent (7%) of households used the CCC several times per week.
 - Six percent (6%) of households used the CCC several times per month.
 - Four percent (4%) of households used the CCC daily.
 - Fifty-seven percent (57%) of households never used the CCC.

Q2. Prior to its closure in 2020, please indicate how often you or the members of your household used or visited the Agoura Hills Calabasas Community Center?

by percentage of respondents (excluding "not provided")



- **Barriers to Utilizing the CCC:**
 - Thirty percent (29.6%) of households indicated that the CCC was too far from home.
 - Twenty-eight percent (28.1%) of households indicated that they use other City, State, private or HOA (Homeowners Association) facilities.
 - Nineteen percent (19.2%) of households indicated that they were not aware of the facility.
 - Fifteen percent (14.8%) of households indicated that the facility lacked features that they wanted to use.





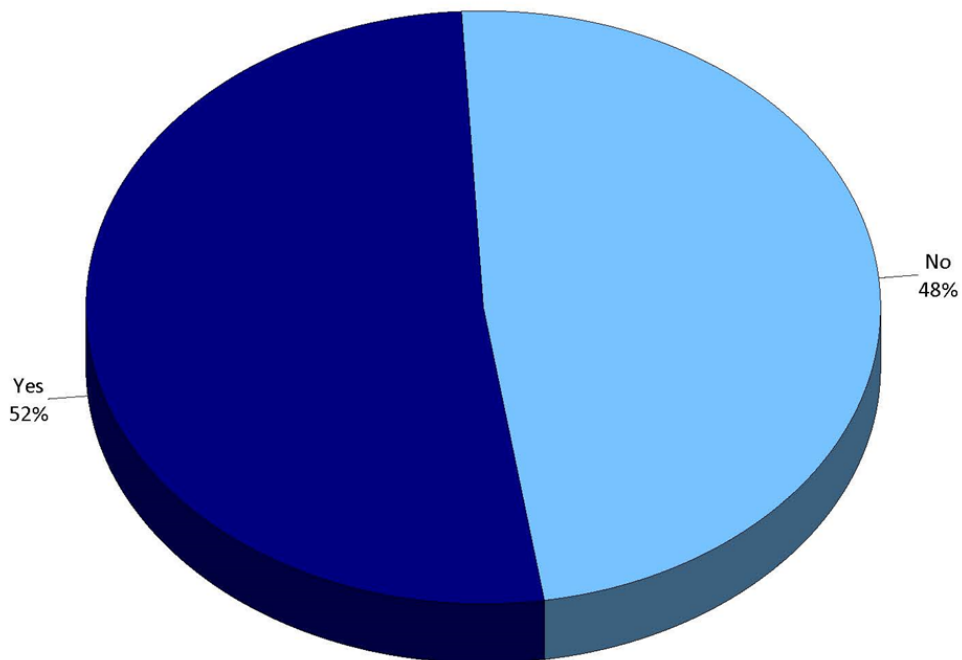
PROGRAM PARTICIPATION AND QUALITY RATINGS

- **Program Participation and Ratings:**
 - Fifty-two percent (52%) of households participated in Calabasas Community Services Department programs and services over the past 12 months.

ETC Statistically Valid Survey National Benchmark for program participation is 32%.

Q6. Has your household participated in any programs/events offered and/or hosted by the City of Calabasas during the past 12 months?

by percentage of respondents

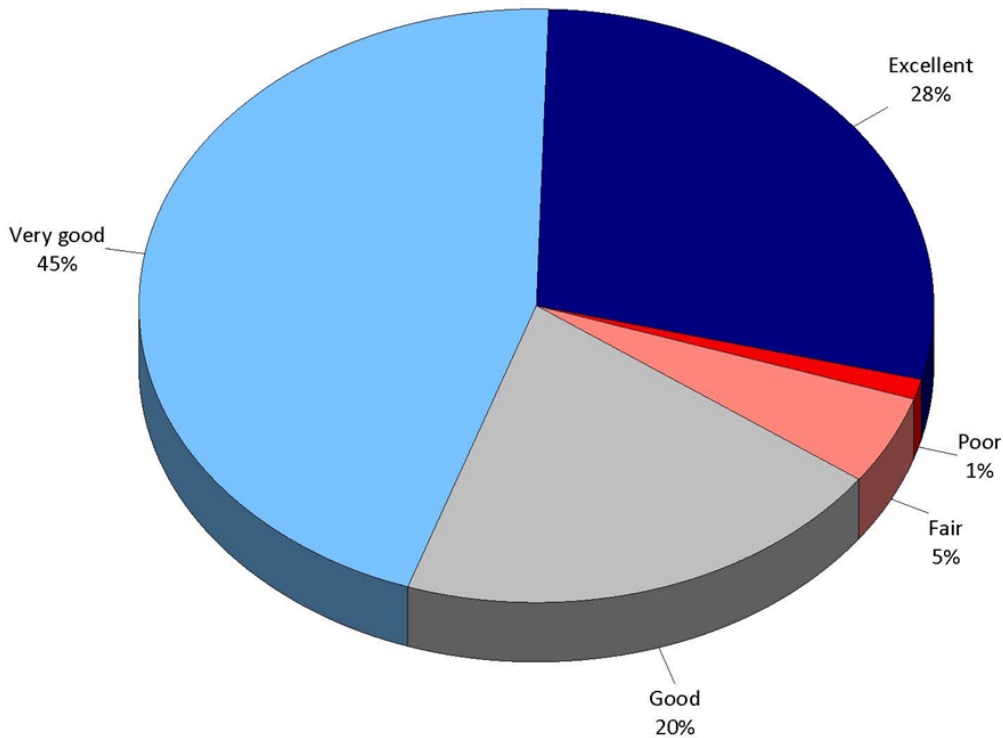


- Program Quality:
 - Of households that participated in programs, 28% rated the quality of programs as “excellent”.

ETC Statistically Valid Survey National Benchmark for excellent is 23%.

Q6b. How would you rate the overall quality of Community Services programs/events in which your household has participated?

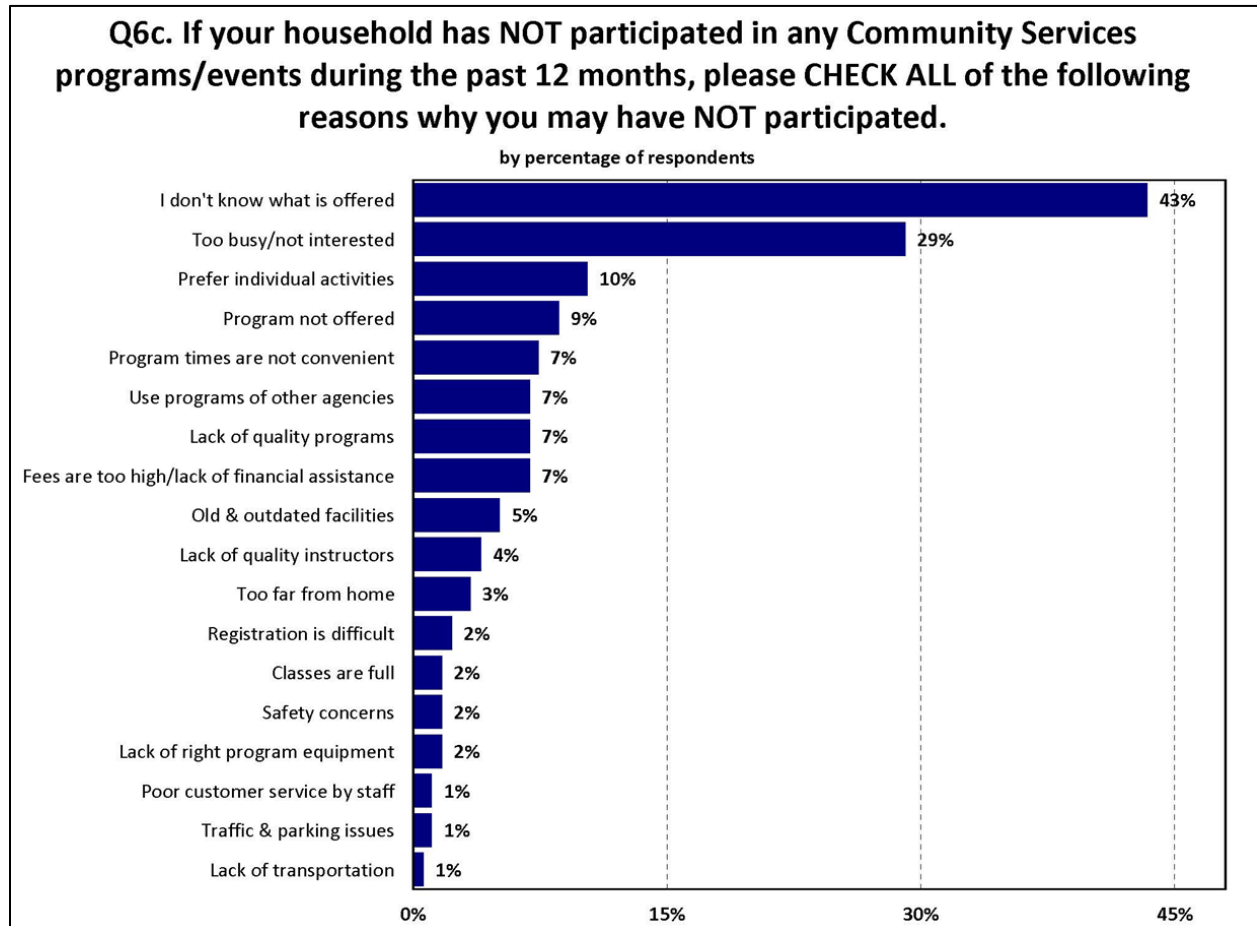
by percentage of respondents (excluding "not provided")





- **Barriers to Participating in Calabasas Community Service Department programs.**
 - Forty-three (43%) of households indicated that they do not know what is offered is a barrier to participating in Community Service programs/events.
 - Twenty-nine percent (29%) of households indicated that “too busy/not interested” was a barrier to participating in programs/events.

ETC Statistically Valid Survey National Benchmark for “I don’t know what is offered” is 33%.

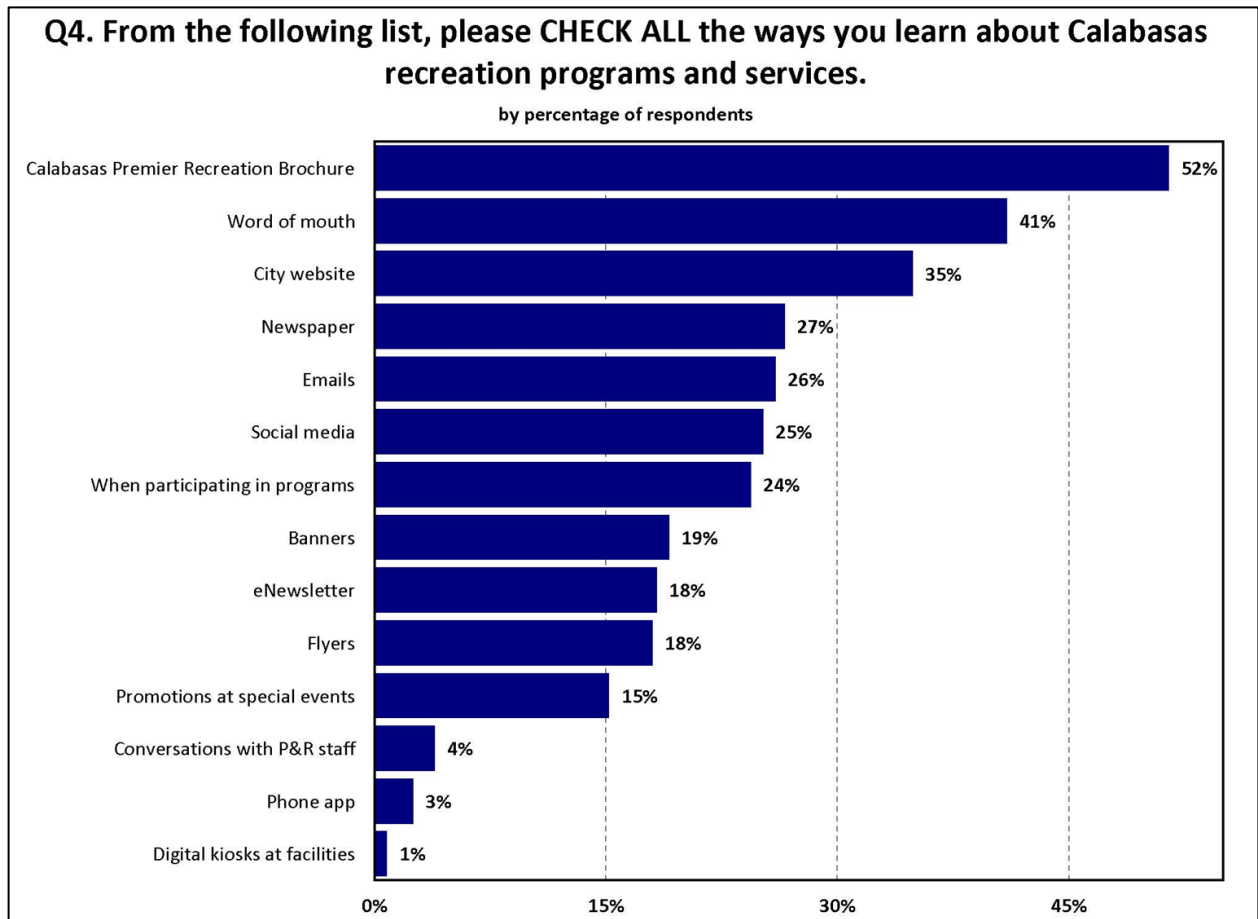


WAYS HOUSEHOLDS LEARN ABOUT PROGRAMS AND ACTIVITIES

- The Calabasas Premier Recreation Brochure Was the Most Utilized Source of Information When Learning About Program and Activity Offerings (52%).
 - Other most used sources include:
 - Word of Mouth (41%).
 - City Website (35%).
 - Newspaper (27%)
 - Emails (25%).

ETC Statistically Valid Survey National Benchmark for from Word of Mouth is 43%.

ETC Statistically Valid Survey National Benchmark for website is 31%.

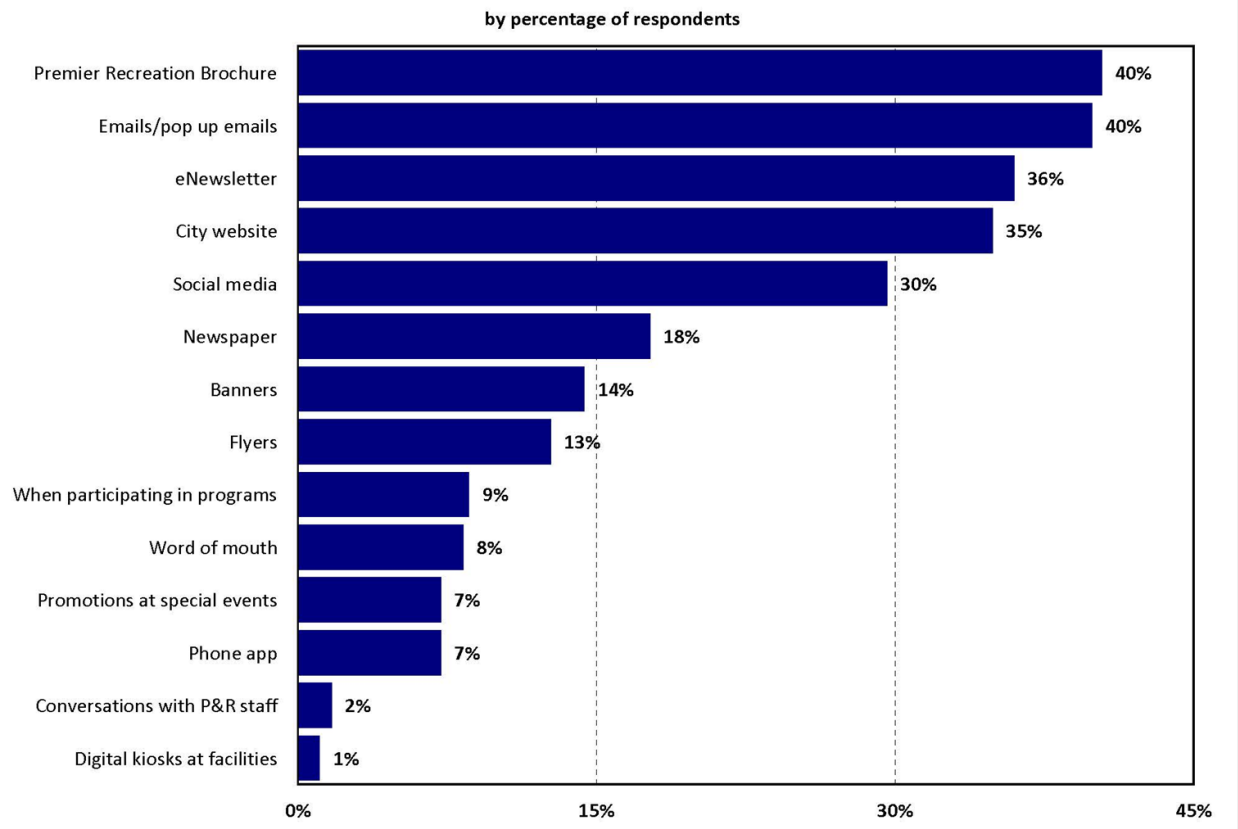




WAYS HOUSEHOLDS WOULD PREFER TO LEARN ABOUT PROGRAMS AND ACTIVITIES

- Calabasas Premier Recreation Brochure and Emails are the Most Preferred Sources of Information When Learning About Program and Activity Offerings (40%).
 - Other most preferred sources include:
 - E-Newsletters (36%).
 - City website (35%).
 - Social media (30%).

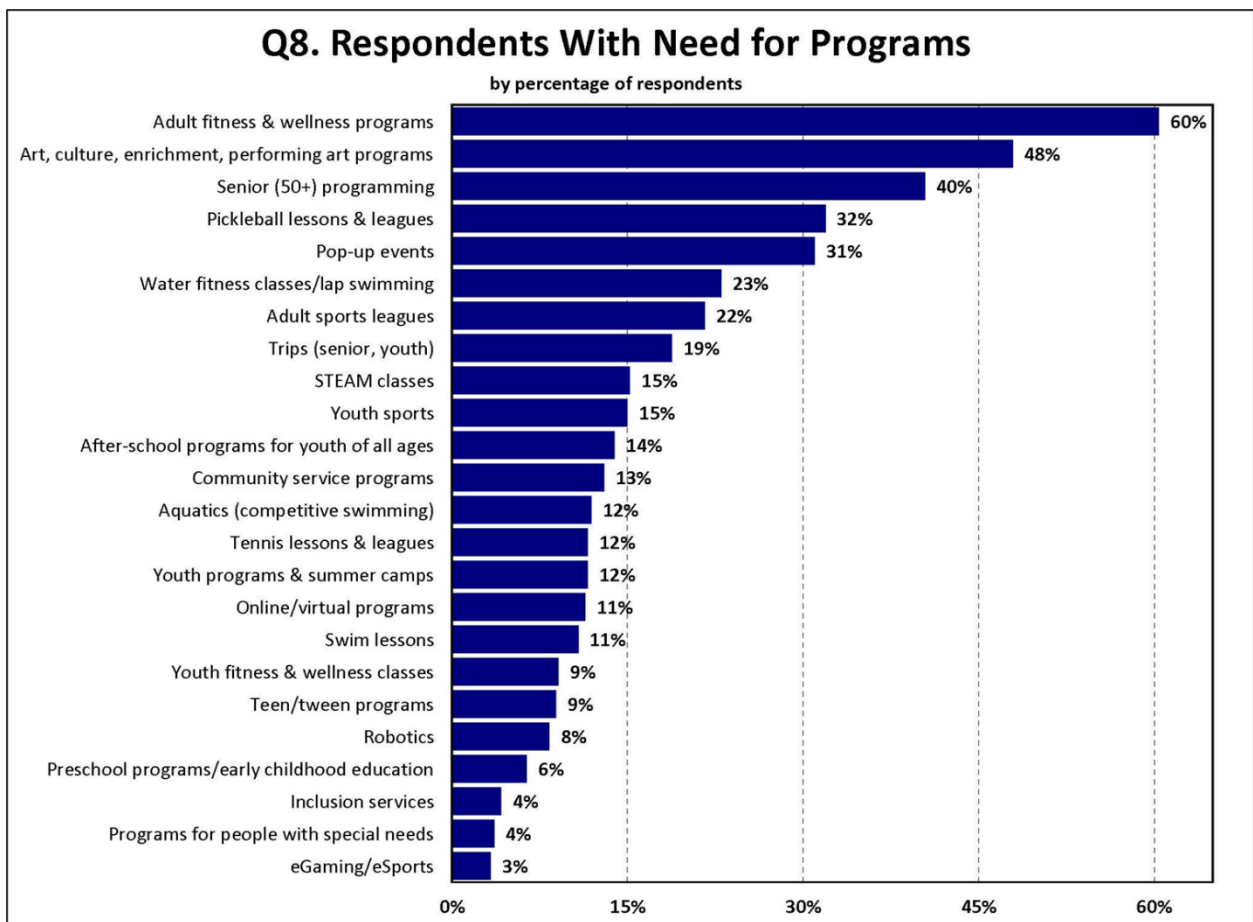
Q5. Which THREE methods of communication would you MOST PREFER the City use to communicate with you about recreation programs and services?



RECREATION PROGRAM NEEDS, UNMET NEEDS, AND IMPORTANCE

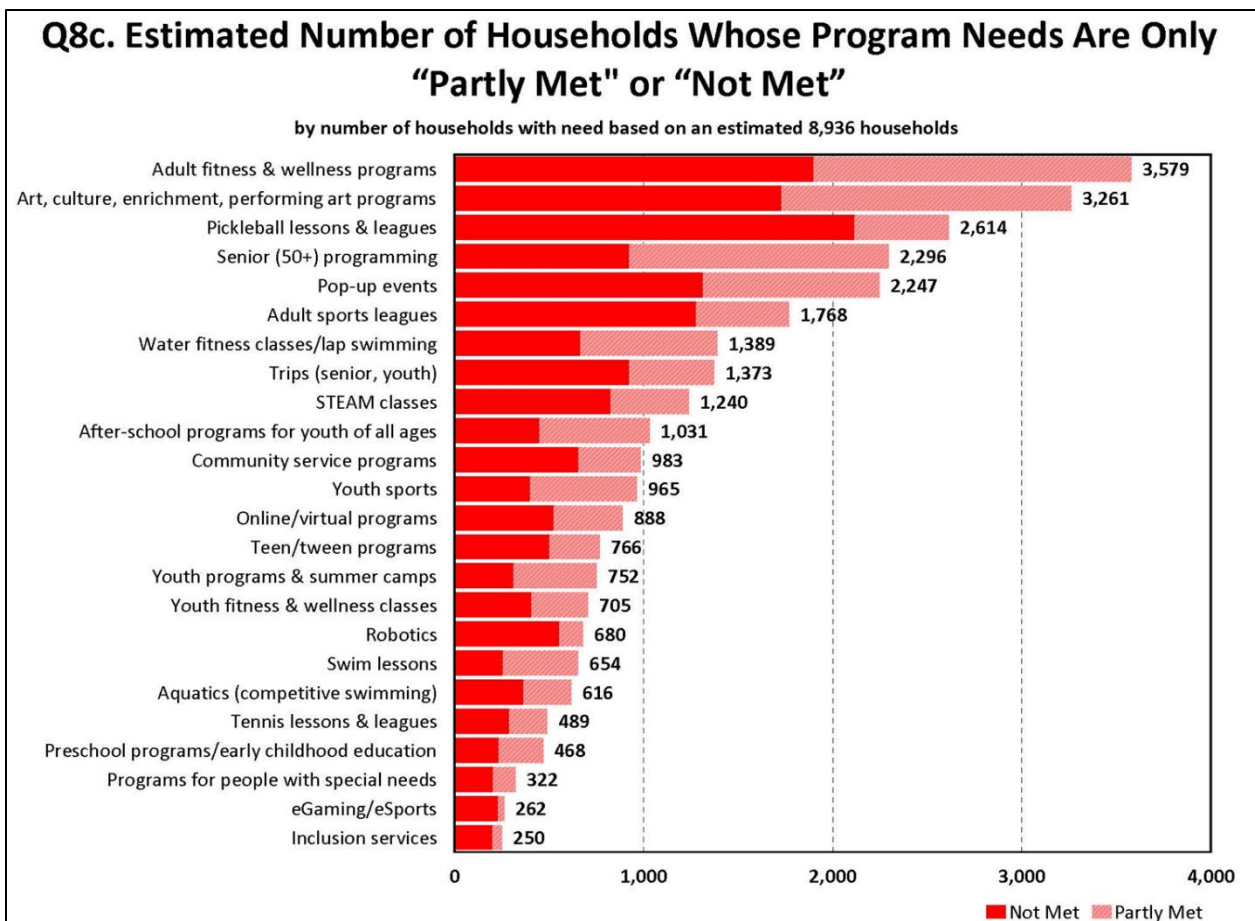
- **Recreation Program Needs:**

- Sixty percent (60%) of households indicated a need for adult fitness and wellness programs.
- Other most needed programs include:
 - Art, culture, enrichment, performing arts (48%).
 - Senior (50+) programming (40%).
 - Pickleball lessons and leagues (32%).
 - Pop-up events (22%).



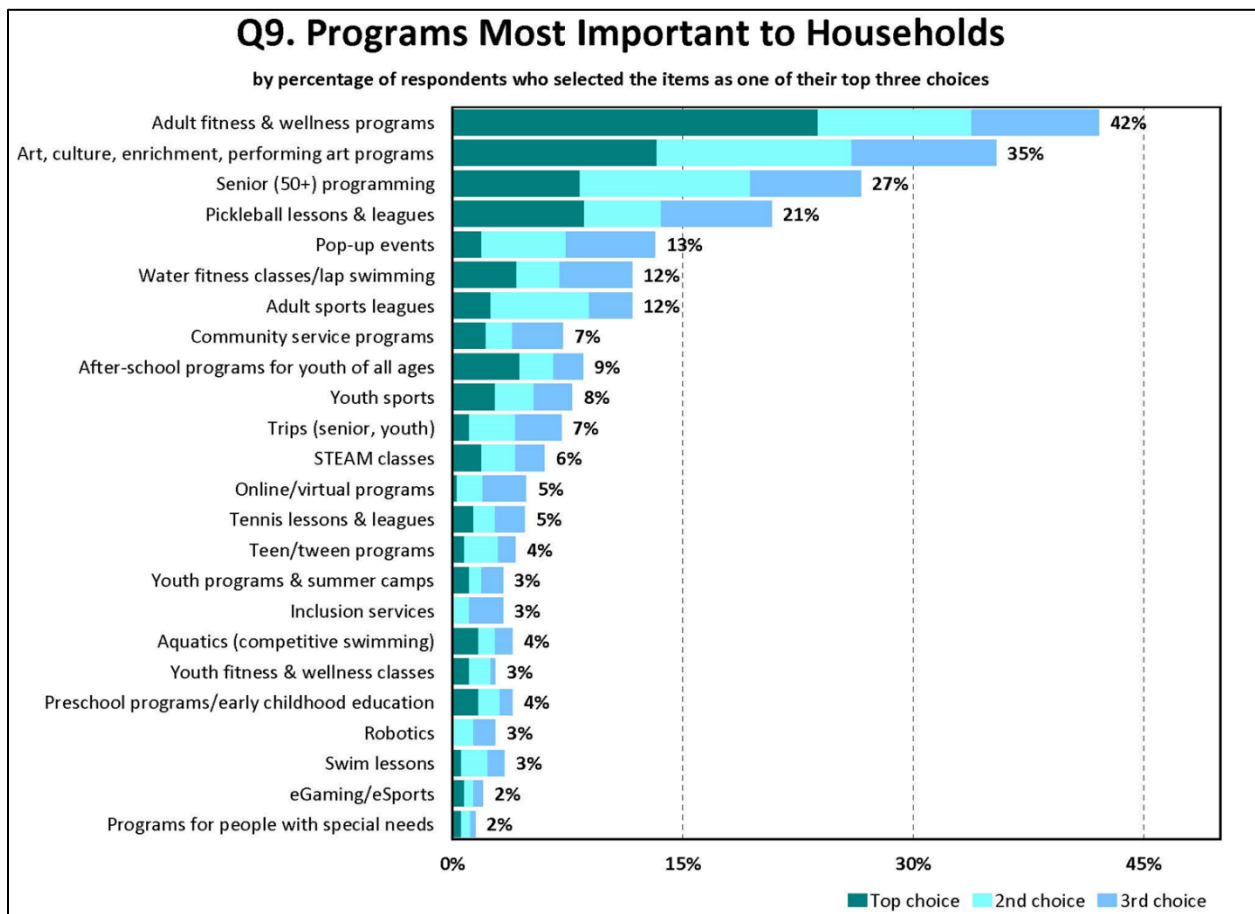


- **How Well Needs Are Being Met for Recreation Programs:**
 - Based on the number of households who indicated their needs were only being partly met or less, 3,579 households (or 30%) responded that adult fitness and wellness programs had the greatest level of unmet need.
 - Other unmet needs include:
 - Art, culture, enrichment, performing arts - 3,261 households (or 36%).
 - Pickleball lessons and leagues - 2,614 households (or 29%).
 - Senior (50+) programming - 2,296 households (or 26%).
 - Pop-up events - 2,247 households (or 25%).



• **Recreation Program Importance:**

- Based on the percentage of households who indicated the program as one of their top four choices, 42% indicated adult fitness and wellness programs were the most important to their household.
- Other most important programs include:
 - Art, culture, enrichment, performing arts (35%).
 - Senior (50+) programming (27%).
 - Pickleball lessons and leagues (21%).
 - Pop-up events (13%).





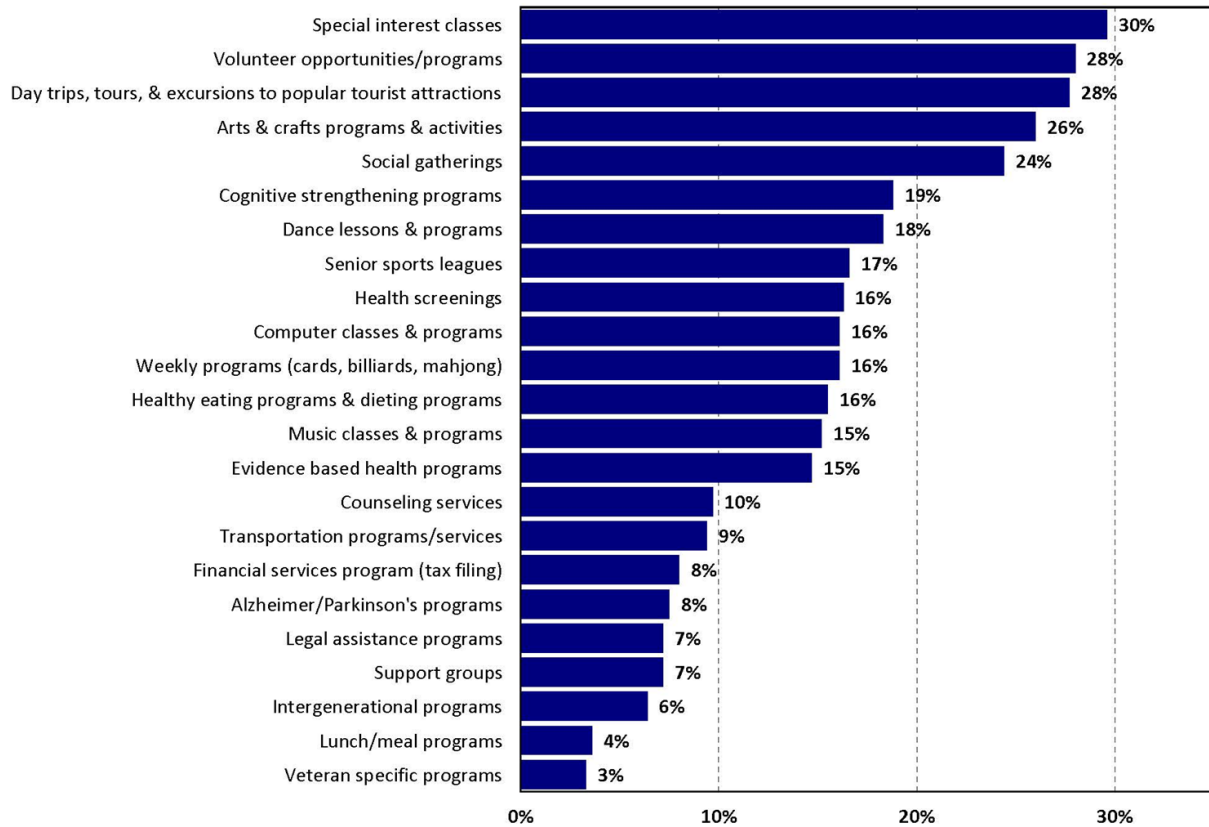
ACTIVE AGING PROGRAM NEEDS, UNMET NEEDS, AND IMPORTANCE

• **Active Aging Program Needs:**

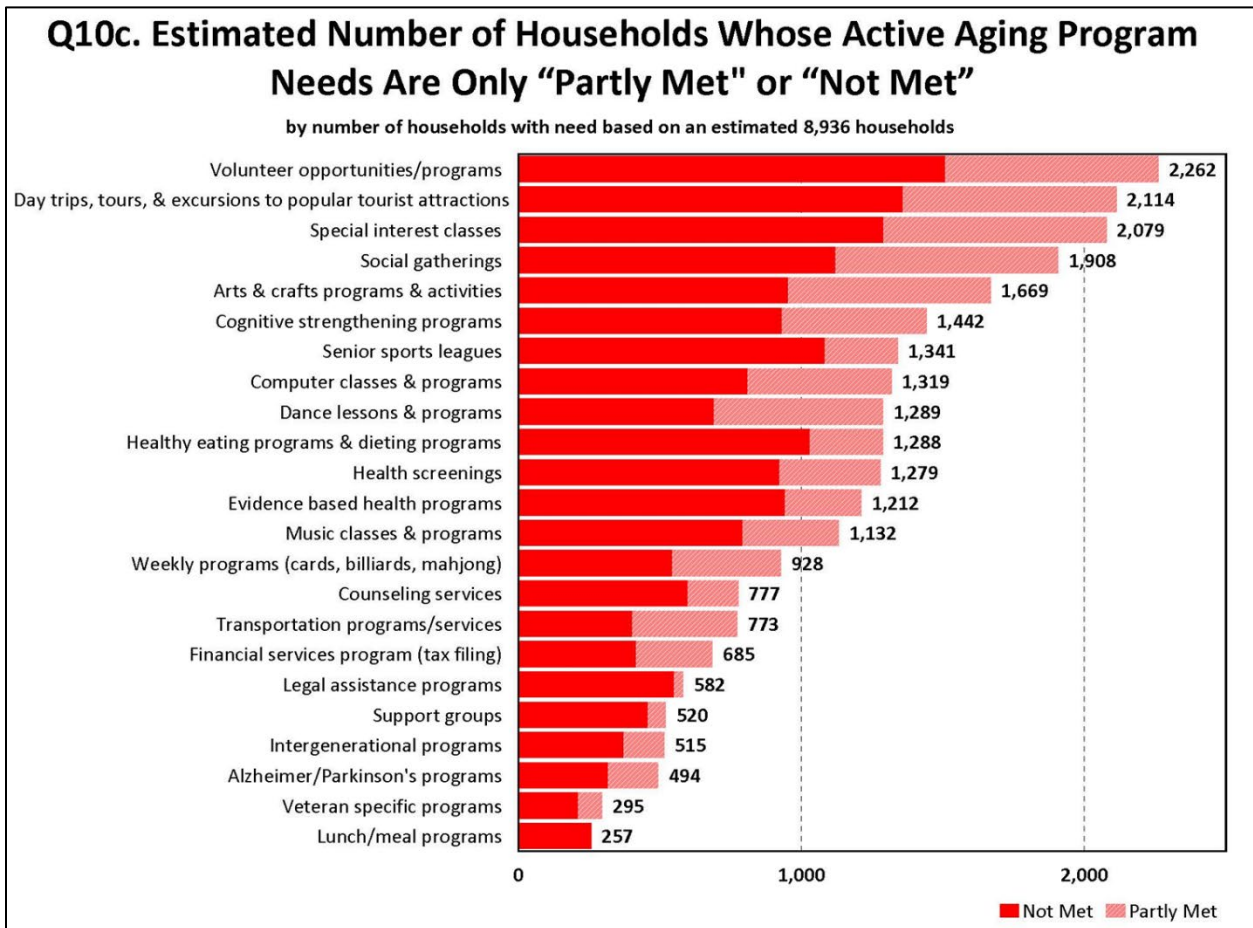
- Thirty percent (30%) of households indicated a need for special interest classes.
- Other most needed programs include:
 - Volunteer opportunities/programs (28%).
 - Day trips, tours, and excursions (28%).
 - Arts and crafts programs (26%).
 - Social gatherings (24%).
 - Cognitive strengthening programs (19%).

Q10. Respondents With Need for Active Aging Programs/Services

by percentage of respondents



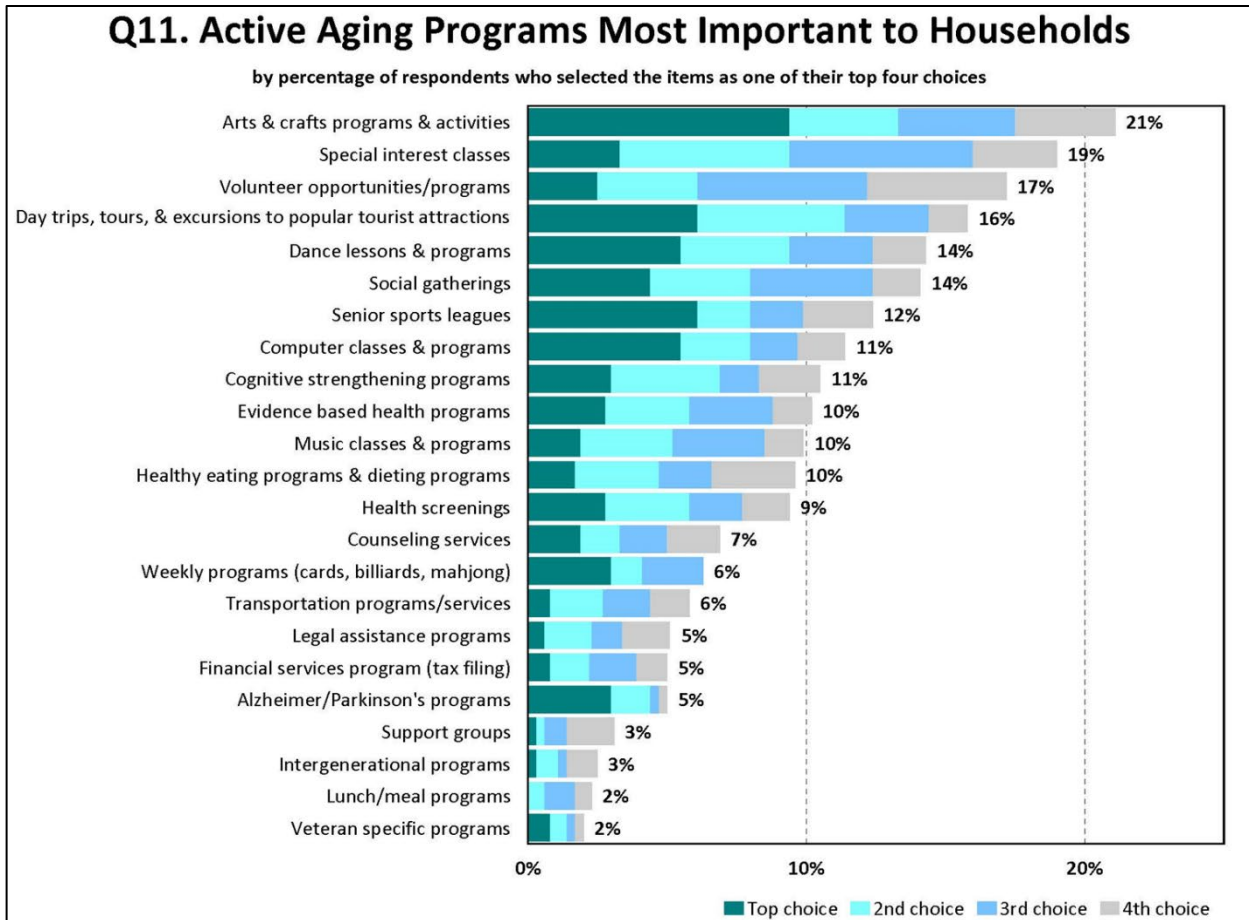
- **How Well Needs Are Being Met for Active Aging Programs:**
 - Based on the number of households who indicated their needs were only being met partly met or less, 2,262 households responded that volunteer opportunities/programs had the greatest level of unmet need.
 - Other unmet needs include:
 - Day trips, tours, and excursions - 2,114 households.
 - Special interest programs - 2,079 households.
 - Social gatherings - 1,908 households.
 - Arts and crafts programs - 1,669 households.
 - Cognitive strengthening programs - 1,442 households.





- **Active Aging Program Importance:**

- Based on the percentage of households who indicated the program as one of their top four choices, 21% indicated arts and crafts programs were the most important to their household.
- Other most important programs include:
 - Special interest classes (19%).
 - Volunteer opportunities (17%).
 - Day trips, tours, and excursions (16%).
 - Dance lessons and programs (14%).
 - Social gatherings (14%).
 - Senior sports leagues (12%).
 - Computer classes (11%).
 - Cognitive strengthening programs (11%).



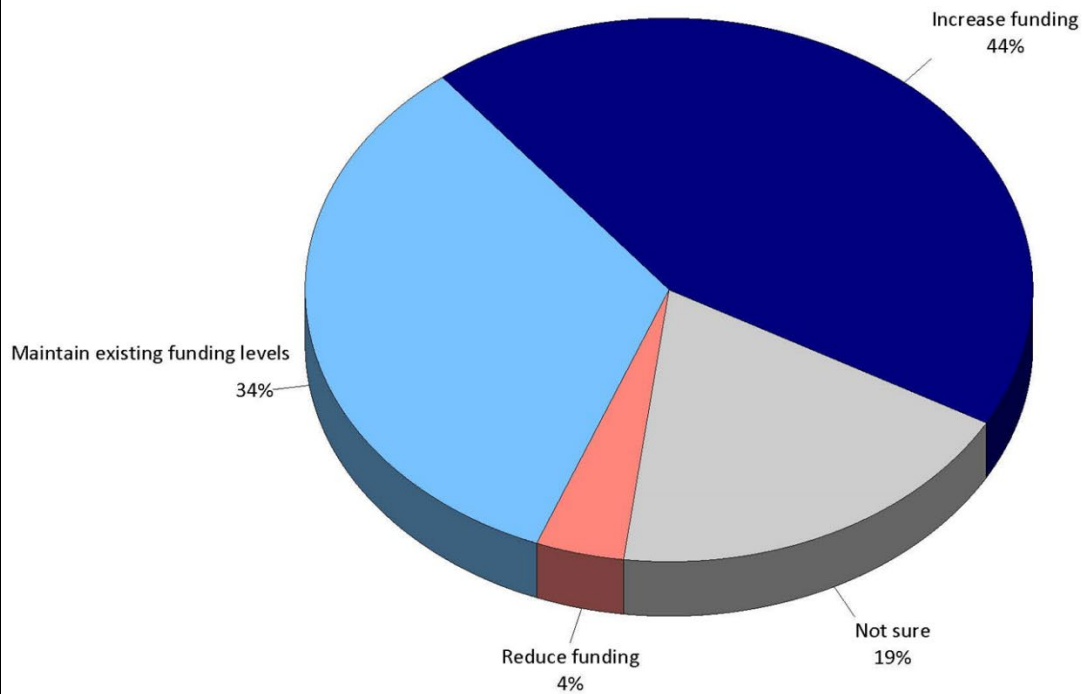
FUTURE FUNDING FOR CALABASAS COMMUNITY SERVICES PARKS, FACILITIES AND PROGRAMS

Respondents were asked to indicate their level of support for future funding of recreation needs in Calabasas based on their perception of value.

- Forty-four percent were supportive of increasing funding.
- Other levels of support include:
 - Maintain existing funding levels (34%).
 - Not sure (19%).
 - Reduce funding (4%).

Q16. Based on your perception of value, how would you want the City to fund future recreation needs?

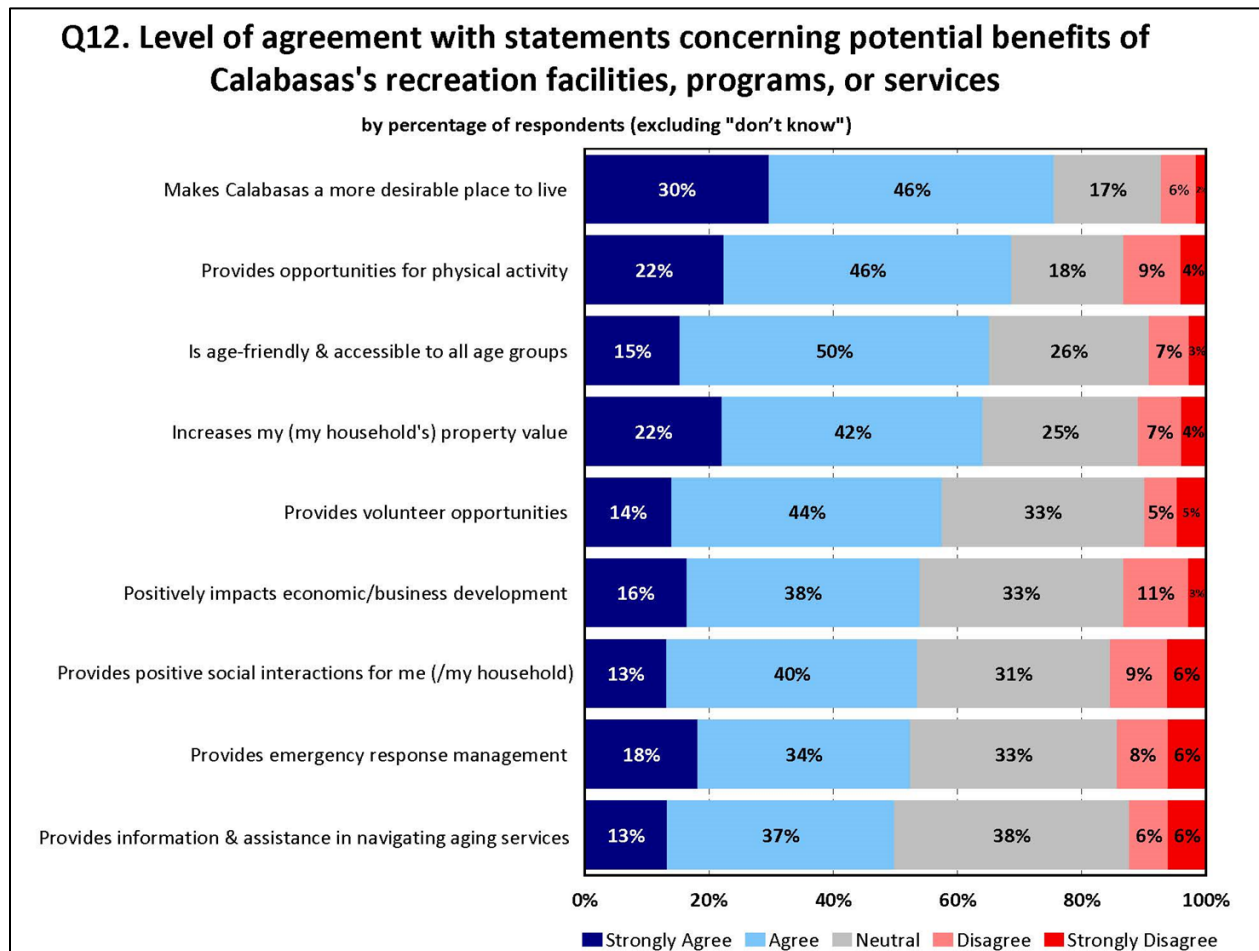
by percentage of respondents (excluding "not provided")





AGREEMENT WITH BENEFITS OF CALABASAS RECREATION FACILITIES AND PROGRAMS

- Seventy-six percent (76%) of households “strongly agree/agree” that Calabasas Community Services “Makes Calabasas a more desirable place to live.”
- Other significant levels of agreement with the benefits of Calabasas Community Services include:
 - Provides opportunities for physical activity (73%).
 - Is age-friendly to all people (65%).
 - Increases my property value (64%).
 - Provides volunteer opportunities (56%).
 - Positively impacts economic/business development (54%).
 - Provides positive social interactions (53%).



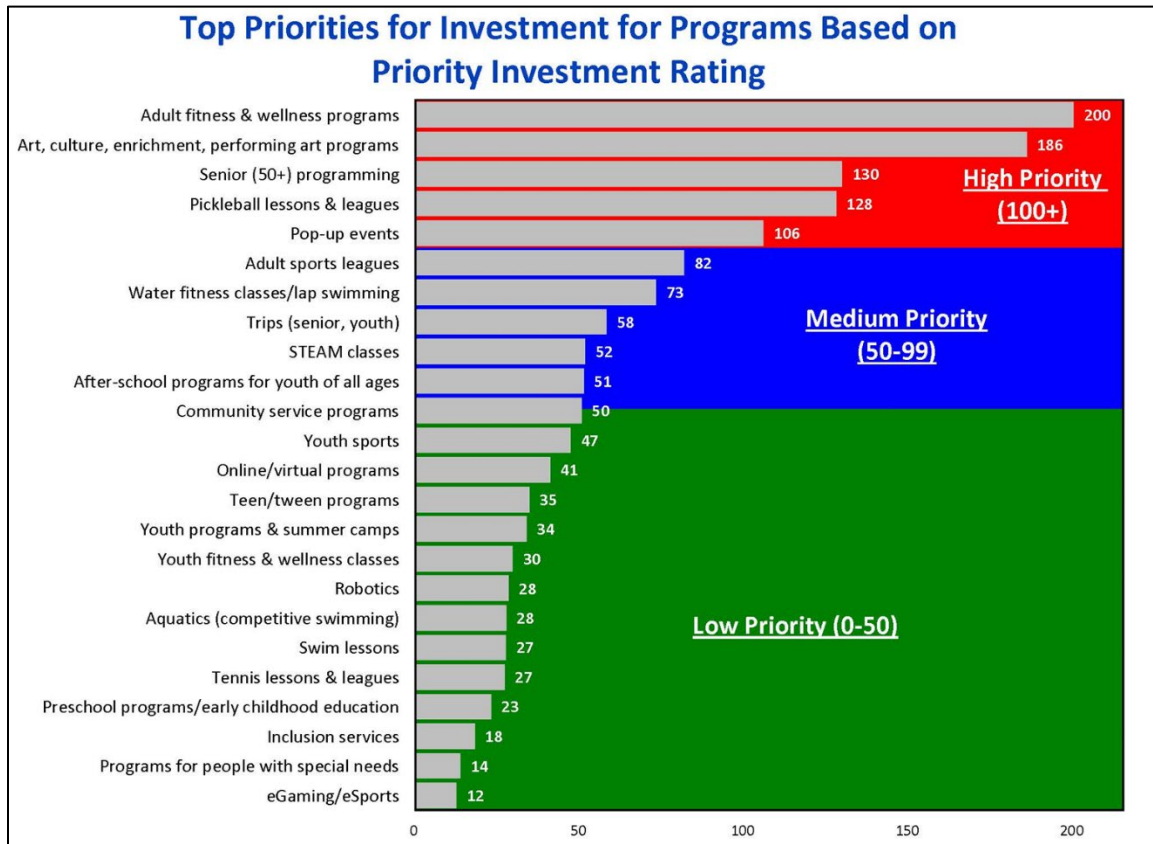
3.4 PRIORITY INVESTMENT RANKINGS

The purpose of the Program and Facility Priority Rankings is to provide a prioritized list of facility/amenity needs and recreation program needs for the community served by Calabasas Community Services. This model evaluates both quantitative and qualitative data.

- Quantitative data includes the statistically valid survey and the electronic community survey, which asked residents to list unmet needs and rank their importance.
- Qualitative data includes resident feedback obtained in community input, stakeholder interviews, staff input, local demographics, recreation trends, and planning team observations.

The results of the priority ranking are tabulated into three categories: High Priority (top third), Medium Priority (middle third), and Low Priority (bottom third).

RECREATION PROGRAM RANKINGS - OVERALL

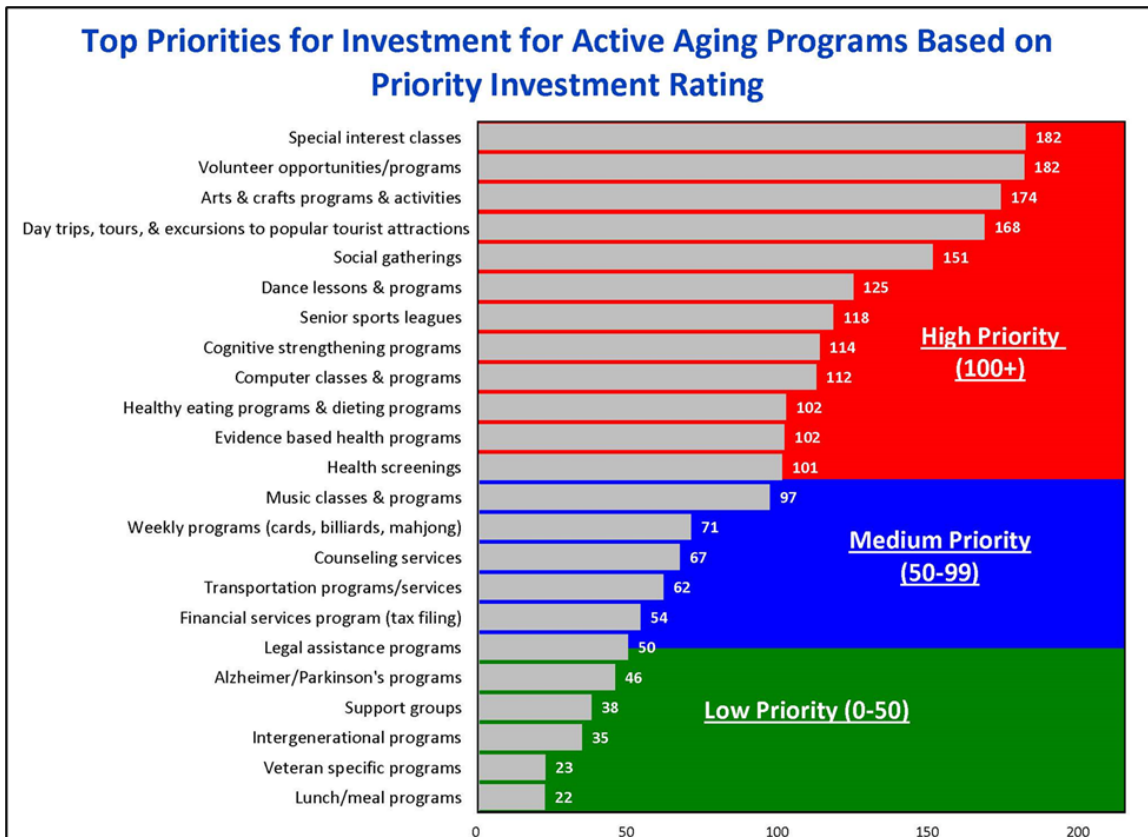




Further analysis of the highest Recreation program and service priorities revealed a high level of consistency by age/household type, with the expected age/household specific differences. The following chart identifies program priorities by age/household type.

Recreation Program and Service Prioritization by Household Type					
High Priority Programs and Services	City Wide	Households with Young Children Ages 0-9	Households with Teens/Young Adults Children Ages 10-19	Households with Young/Middle Age Adults Ages 20-54 NO Children	Households Ages 55+ NO Children
Adult fitness & wellness programs	●	●	●	●	●
Art, culture, enrichment, performing art programs	●	●	●	●	●
Senior (50+) programming	●		●	●	●
Pickleball lessons & leagues	●		●	●	●
Pop-up events	●	●	●	●	
After-school programs for youth of all		●			
Youth sports (leagues, classes, STEAM (science, technology, Youth summer camps		●			
Robotics		●			
Swim lessons		●			
Adult sports leagues			●	●	
Teen/tween programs			●		
Water fitness classes/lap swimming			●		

ACTIVE AGING PROGRAM RANKINGS - OVERALL



CHAPTER FOUR - PROGRAM AND SERVICES ASSESSMENT

4.1 OVERVIEW OF PRIORITIES AND CORE PROGRAM AREAS

The Calabasas Community Services Department has a professional staff that annually delivers a comprehensive parks and recreation program to Calabasas residents. Department staff are responsible for the management and implementation of a diverse array of recreation programs, special community-wide events, and the operation of multiple facilities. Employees are engaged year-round in planning, implementing, conducting, and evaluating programs and events. All functions within the Department combine to provide hundreds of offerings in the areas of youth camps, aquatics, sports, health, fitness, senior services, and special events. But in addition to the provision of services provided directly by the Department, partnerships with other organizations are utilized throughout the service area. Through formal and informal cooperative relationships, various nonprofit agencies and other community partners assist with delivering select programs and indoor space to provide access for programs.

CORE PROGRAM APPROACH

The vision of the Department is to be a premier provider of park, recreation and community service offerings in the region providing all residents access to high-quality programs and experiences. Part of realizing this vision involves identifying Core Program Areas to create a sense of focus around activities and outcomes of greatest importance to the community as informed by current and future needs. However, public recreation is challenged by the premise of being all things to all people, especially in a community such as Calabasas. The philosophy of the Core Program Area assists staff, policy makers, and the public to focus on what is most important. Program areas are considered as Core if they meet most of the following categories:

- The program area has been provided for a long period of time (over 4-5 years) and/or is expected by the community.
- The program area consumes a relatively large portion (5% or more) of the agency's overall budget.
- The program area is offered 3-4 seasons per year.
- The program area has wide demographic appeal.
- There is a tiered level of skill development available within the programs area's offerings.
- There is full-time staff responsible for the program area.
- There are facilities designed specifically to support the program area.
- The agency controls a significant percentage (20% or more) of the local market.



CALABASAS RECREATION CORE PROGRAM AREAS

The Department currently offers programs in nine Core Program Areas. These core program areas are listed below:

Core Program Area	Brief Description
Aquatics	Provide swim lessons, youth swim team, lap swim, family recreational swim, aqua fit classes for all ages from 6 months and up. Also provide special events such as Splash Parties and Dive In Movie Nights.
Athletics	Provide basketball, roller hockey, tennis, and soccer for youth and adults.
Camps	Provide full-day and half-day recreational camps for child care and enrichment.
Enrichment	Provide classes for youth and adults for the purpose of learning new skills.
Health and Fitness	Provide free weights and weight machines for strength training, provide cardio equipment such as treadmills, ellipticals and spin bikes, provide a variety of fitness classes such as yoga, spin, zumba, pilates and dance.
Raquet Sports	Provide open play, lessons, clinics, camps and tournaments for tennis and pickleball players of all ages.
Rentals / Reservations	Provide reserved sections of city parks and facilities for patrons' personal parties, sports, and events.
Senior Services	Provide classes, programs, events, excursions, and clubs for patrons 50 & older.
Special Events	Provide annual community events such as Pumpkin Festival, SunSets Summer Concerts, Dive-in Movie Series, Fourth of July Spectacular, and Bunny Trail Junior Egg Hunt. Provide individual pop-up events throughout the year.

ENSURING THE RIGHT CORE PROGRAM MIX

The Core Program Areas provided by Calabasas currently appear to meet some of the community's major needs as identified in the survey results, but the program mix must be evaluated on a regular basis to ensure that the offerings within each Core Program Area - and the Core Program Areas themselves - align with changing leisure trends, demographics, and needs of residents. NRPA recommends that six determinants be used to inform what programs and services are provided by the Department. According to NRPA, those determinants are:

- **Conceptual foundations of play, recreation, and leisure** - Programs and services should encourage and promote a degree of freedom, choice, and voluntary engagement in their structure and design. Programs should reflect positive themes aimed at improving quality of life for both individuals and the overall community.
- **Organizational philosophy, mission, and vision** - Programs and services should support the City's and the Department's vision statements, values, goals, and objectives. These center on promoting personal health, community well-being, social equality, environmental awareness, and economic vitality.
- **Constituent interests and desired needs** - Departments should actively seek to understand the recreational needs and interests of their constituency. This not only ensures an effective (and ethical) use of taxpayer dollars, but also helps to make sure that programs perform well and are valued by residents.
- **Creation of a constituent-centered culture** - Programs and services reflect a Departmental culture where constituents' needs are the prime factor in creating and providing programs. This should be reflected not only in program design, but in terms of staff behaviors, architecture, furniture, technology, dress, forms of address, decision-making style, planning processes, and forms of communication.
- **Experiences desirable for clientele** - Programs and services should be designed to provide the experiences desirable to meet the needs of the participants/clients in a community and identified target markets. This involves not only identifying and understanding the diversity of needs in a community, but also applying recreation programming expertise and skills to design, implement, and evaluate a variety of desirable experiences for residents to meet those needs.
- **Community opportunities** - When planning programs and services, a department should consider the network of opportunities afforded by other organizations such as nonprofits, schools, other public agencies, and the private sector. Departments should also recognize where gaps in service provision occur and consider how unmet needs can be addressed.



4.2 AGE SEGMENT ANALYSIS

The table below depicts each program along with the age segments they serve. Recognizing that many programs serve multiple age segments, primary and secondary markets were identified.

AGES SERVED								
Primary Market (P) or Secondary Market (S)								
Core Program Area	Preschool (5 and Under)	Elementary (6-12)	Teens (13-17)	Young Adult (18-34)	Adult (35-49)	Active Older Adult (50-64)	Senior (65-74)	"Super" Senior (75+)
Aquatics	S	S	P	P	P	P	P	S
Athletics	P	P		P	P	S		
Camps	P	P						
Enrichment	P	P	P	P	P	P	P	P
Health and Fitness			P	P	P	P	S	S
Raquet Sports	S	P	P	P	P	P	S	S
Rentals / Reservations				P	P	P	P	P
Senior Services						S	P	P
Special Events	P	P	P	P	P	P	P	P
	4	5	5	7	7	6	5	4

4.2.1 AGE SEGMENT ANALYSIS – CURRENT SEGMENTS SERVED

Findings from the analysis show that the Department provides a strong balance of programs across all age segments as all segments are targeted as a primary market for at least four core programs.

This balance should be maintained moving forward, and the Department should update this Age Segment Analysis every year to note changes or to refine age segment categories. Given the growing population trend for residents ages 55 and over and the growing demand for services in this age bracket, it is also recommended that the Department continue to segment this group into 65-74 and 75+. These three segments will have increasingly different needs and expectations for programs and services in coming years, and program planning will be needed to provide differing requirements.

Age Segment Analyses should ideally be done for every program offered by the Department. Program coordinators/managers should include this information when creating or updating program plans for individual programs.

4.3 LIFECYCLE ANALYSIS

A lifecycle analysis involves reviewing every program identified by City of Calabasas staff to determine the stage of growth or decline for each as a way of informing strategic decisions about the overall recreation program portfolio. The various stages of program lifecycles are as follows:

- Introduction - New program; modest participation.
- Take-Off - Rapid participation growth.
- Growth - Moderate, but consistent participation growth.
- Mature - Slow participation growth.
- Saturated - Minimal to no participation growth; extreme competition.
- Decline - Declining participation.

This analysis is not based on strict quantitative data, but rather is based on staff’s knowledge of their program areas. The table below shows the percentage distribution of the various lifecycle categories of the Department’s recreation programs. These percentages were obtained by comparing the number of programs in each individual stage with the total number of programs listed by staff.

All Programs: Lifecycle Stage				
	Percentage	Number	Actual Distribution	Best Practice Distribution
Introduction	9%	7	32%	50-60%
Take-Off	3%	2		
Growth	21%	16		
Mature	51%	39	51%	40%
Saturated	14%	11	17%	0-10%
Decline	3%	2		
Total	100%	77		

RECREATION PROGRAM LIFECYCLE ANALYSIS - CURRENT DISTRIBUTION AND RECOMMENDATIONS

Overall, the lifecycle analysis results indicate a slight unbalanced distribution of all programs across the lifecycle. A combined total of 32% of programs fall into the **Introduction**, **Take-off**, and **Growth** stages. It is recommended that this be 50-60% of the overall program portfolio to provide new programs to align with trends and help meet the evolving needs of the community,

In addition to the need to always introduce new programming to meet community needs, it is also important to have a stable core segment of programs that are in the **Mature** stage. Currently, the Department has 51% of their programs in this category. It is recommended that this be approximately 40% to provide stability to the overall program portfolio, but without dominating the portfolio with programs that are advancing to the later stages of the lifecycle. Programs in the **Mature** stage should be tracked for signs they are entering the **Saturation** or **Decline** stages. There should be an ongoing process to evaluate program participation and trends to ensure that program offerings continue to meet the community’s needs.

A total of 17% of programs are saturated or declining. It is recommended to keep as few programs as possible in these two stages, but it is understood that programs eventually evolve into saturation and decline. If programs never reach these stages, it is an indication that staff may be “over-tweaking” their offerings and abbreviating the natural evolution of programs. This prevents programs from reaching their maximum participation, efficiency, and effectiveness. For Departments challenged by doing the most they can with limited resources, this has the potential to be an area of concern.



As programs enter the Decline stage, they must be closely reviewed and evaluated for repositioning or elimination. When this occurs, it is recommended to modify these programs to begin a new lifecycle with the introductory stage or to add new programs based upon community needs and trends.

Staff should complete a lifecycle review on an annual basis and ensure that the percentage distribution closely aligns with desired performance.

PLEASE NOTE: It is likely that the re-opening of the Calabasas Community Center and the offering of new programs/services will naturally lead to a recalibrating and rebalancing of programs in alignment with best practices.

4.4 OTHER KEY FINDINGS

- **Program Evaluation:** Assessment and evaluation tools to measure the success of programs and services are in place.
- **Customer Satisfaction and Retention:** The Department does not consistently track customer satisfaction ratings or customer retention percentages.
- **Staff Training/Evaluation:** The Department has a staff training program and solid evaluation methods (full-time employees only) in place.
- **Public Input:** The Department does not utilize survey tools to continually gather feedback on needs and unmet needs for programming on a regular basis.
- **Marketing:** The Department utilizes several marketing strategies to inform City residents of the offerings of the community; however, it lacks a formalized Marketing Plan which can be utilized to create target marketing strategies.
- **Volunteers:** The Department has a strong volunteer program that focuses on teens and the active aging (ages 50+) population.
- **Partnerships:** The Department utilizes several partner providers to deliver programs to Calabasas residents but does not have a formal partnership policy.
- **Competition:** The Department has a general understanding of other service providers.

4.5 OTHER KEY RECOMMENDATIONS

- **Participation Data Analysis:** Through ongoing participation data analysis, refine recreation program offerings to reduce low enrollment or cancelled programs due to no enrollment.
- **Expand programs and services in the areas of greatest demand:** Ongoing analysis of the participation trends of programming and services in Calabasas is significant when delivering high quality programs and services.
- **Evaluation:** Implement the program assessment and evaluation tool as recommended.
- **Volunteers:** Formalize the department volunteer program. A template has been provided as an Appendix to this report.
- **Partnerships:** Formalize a partnership policy for the department. A template has been provided as an Appendix to this report.
 - **Partnership/joint use agreement:** Expand partnership with Virgenes Unified School District to maximize utilization of taxpayer funded public recreation spaces in Calabasas.

4.6 PROGRAM PLAN SUMMARY

The Department is delivering quality programs, services, and events to the community, *however, does have opportunity for improvement*. The charts below provide a summary of the recommended actions that the Department should implement in developing a program plan to meet the needs of residents.

RECREATION PROGRAMS

Recreation Programs and Services		Action
PROGRAMS AND SERVICES	COMMUNITY NEED	
Adult fitness & wellness programs	High	Expand
Art, culture, enrichment, performing art programs	High	Expand
Senior (50+) programming	High	Expand
Pickleball lessons & leagues	High	Expand
Pop-up events	High	Expand
Adult sports leagues	Medium	Expand
Water fitness classes/lap swimming	Medium	Continue
Trips (senior, youth)	Medium	Continue
STEAM classes	Medium	Continue
After-school programs for youth of all ages	Medium	Continue
Community service programs	Low	Consider as needed
Youth sports	Low	Continue and/or Partner
Online/virtual programs	Low	Consider as needed
Teen/tween programs	Low	Consider as an out of school service
Youth programs & summer camps	Low	Continue/Expand
Youth fitness & wellness classes	Low	Consider as needed
Robotics	Low	Consider as needed
Aquatics (competitive swimming)	Low	Continue
Swim lessons	Low	Continue
Tennis lessons & leagues	Low	Continue
Preschool programs/early childhood education	Low	Continue
Inclusion services	Low	Expand
Programs for people with special needs	Low	Expand
eGaming/eSports	Low	Consider as needed



ACTIVE AGING PROGRAMS

Active Aging Services		Action
PROGRAMS AND SERVICES	COMMUNITY NEED	
Special interest classes	High	Expand
Volunteer opportunities/programs	High	Expand
Arts & crafts programs & activities	High	Expand
Day trips, tours & excursions	High	Expand
Social gatherings	High	Expand
Dance lessons & programs	High	Expand
Senior sports leagues	High	Expand
Cognitive strengthening programs	High	Expand
Computer classes & programs	High	Expand
Healthy eating programs & dieting programs	High	Expand
Evidence based health programs	High	Expand
Health screenings	High	Expand
Music classes & programs	Medium	Continue
Weekly programs (cards, billiards, mahjong)	Medium	Continue
Counseling services	Medium	Continue
Transportation programs/services	Medium	Consider as needed
Financial services program (tax filing)	Medium	Consider as needed
Legal assistance programs	Medium	Consider as needed
Alzheimer/Parkinson's programs	Low	Consider as needed
Support groups	Low	Consider as needed
Intergenerational programs	Low	Consider as needed
Veteran specific programs	Low	Consider as needed
Lunch/meal programs	Low	Special Events Only

LOCATION CONSIDERATIONS FOR PROGRAMMING

PROGRAMS AND SERVICES HIGH MEDIUM NEED	Location to Offer Program							
	Community Center	Park System	Civic Center	De Anza	Founders Hall	Pre School	Senior Center	Tennis and Swim
Adult fitness & wellness programs	X	X		X	X			X
Art, culture, enrichment, performing art programs	X	X	X	X	X		X	X
Senior (50+) programming	X				X		X	
Rentals and reservations	X	X	X	X	X		X	X
Pickleball lessons & leagues (indoors)	X	X		X				X
Pop-up events	X	X	X	X	X		X	X
Adult sports leagues	X	X		X				X
Water fitness classes/lap swimming								X
Trips (senior, youth)	X			X			X	
STEAM Classes	X			X				
After-school programs for youth of all ages	X	X		X				





CHAPTER FIVE - FACILITY OPERATIONS ASSESSMENT

The following sections provide an overview and high level recommendations of the current operations of the following facilities:

- Calabasas Tennis and Swim Center
- Calabasas Senior Center
- Creekside Park and Calabasas Klubhouse Preschool
- Juan Bautista De Anza Park

5.1 CALABASAS TENNIS AND SWIM CENTER

The Calabasas Tennis and Swim Center (CTSC) has been referred to as the “crown jewel” of the City of Calabasas for the many programs and amenities it offers to the Calabasas community.

Built in 1969 as a private club, the Tennis & Swim Center was purchased in 1994 by the City of Calabasas. The Center functions under the Community Services Department.

The Center is comprised of sixteen lighted hard tennis courts, Top Seed Tennis Academy, a juniors tennis program, a staff of tennis professionals, an outdoor heated Junior Olympic pool, fitness center with cardio & strength training rooms, fitness classes, locker rooms, facility rentals and the seasonal cafe.

The CTSC has multitude of memberships for the Calabasas residents and non-residents. The center provides four types of memberships: Tennis, Health, Non-Prime Time, and Weekend Non-Prime Time. The memberships accommodate several family size dynamics including individual, couple and family memberships. Three of the four membership types offered currently have years long wait lists. The Weekend Non-Prime Time membership is currently the only membership that is available to the community.

Currently, the CTSC is undergoing a multitude of lifecycle replacement improvement projects including, but not limited to, tennis court resurfacing, pool upgrades and deck refinishing, furniture, fixture, equipment upgrades and HVAC replacement.

RECOMMENDATIONS

It is recommended that:

- Continue to evaluate the effectiveness of program, service and membership offerings and adjust in response to community needs, as necessary.
- Continue to implement the lifecycle replacement capital improvement program.
- Continually evaluate the impact that the growth of pickleball participation has on tennis participation in Calabasas.
 - PLEASE NOTE: Nationally, both sports have gained approximately six million participants since 2017.

5.2 CALABASAS SENIOR CENTER

The Calabasas Senior Center (CSC) provides a gathering place for senior men and women, 50 years and older, where they can enjoy activities that contribute to continued learning and enrichment, socialization with other seniors, and participation in recreational programs that promote healthy lifestyles. In this comfortable and inviting environment, seniors can enjoy special interest clubs, seasonal events, and gain valuable information from the popular and diverse classes and lectures provided by the Savvy Senior program.

The Center’s programming includes a variety of classes, lectures and excursions that are interesting and exciting for seniors who would like to continue practicing favorite skills and hobbies, stimulate thinking, or try something new.

Lectures, demonstrations, discussion groups and classes focus on entertainment, fitness, technology, music, fine arts, personal development, hobbies, and arts & crafts. Interesting and diverse excursions are offered all year long, including day trips to museums, gardens, missions, nature sites, and special seasonal events. Field trips include lunch and transportation, providing an opportunity to make new friends along the way.

The CSC activities include special interest clubs for members and non-members to enjoy. You might like to join the Book Club, Movie Club, Hiking, Chess, Ping Pong, Poker, Mexican Train, Scrabble, or Photography Club. If you are not part of a Mah Jongg, Canasta, or Poker group, there is a club already formed, for you to join. A new addition is the Caring Calabasas Club, a service club which provides charitable contributions in the form of collections of goods, crafting of needed items, and good works.

The Sports room is a good place to meet fellow seniors for a game of darts, billiards, or ping-pong. You might want to relax in front of the TV screen and cheer your favorite teams to victory.

A free Tech Help program is available for seniors. Local high school students provide one-on-one instruction, with appointments scheduled by senior center staff. Seniors can improve their skills for laptop computers, cell phones, Apple watches, iPads, Tablets, e-mail, manage photos and Apps, learn Facebook, Internet, and Twitter.

Membership to the CSC is limited to Calabasas residents only, however, non-residents can participate in the CSC via a daily guest fee or registering for a program.

PARTICIPATION ANALYSIS

The following charts provide a historical perspective of program participation, membership, and daily drop-in utilization for the CSC.

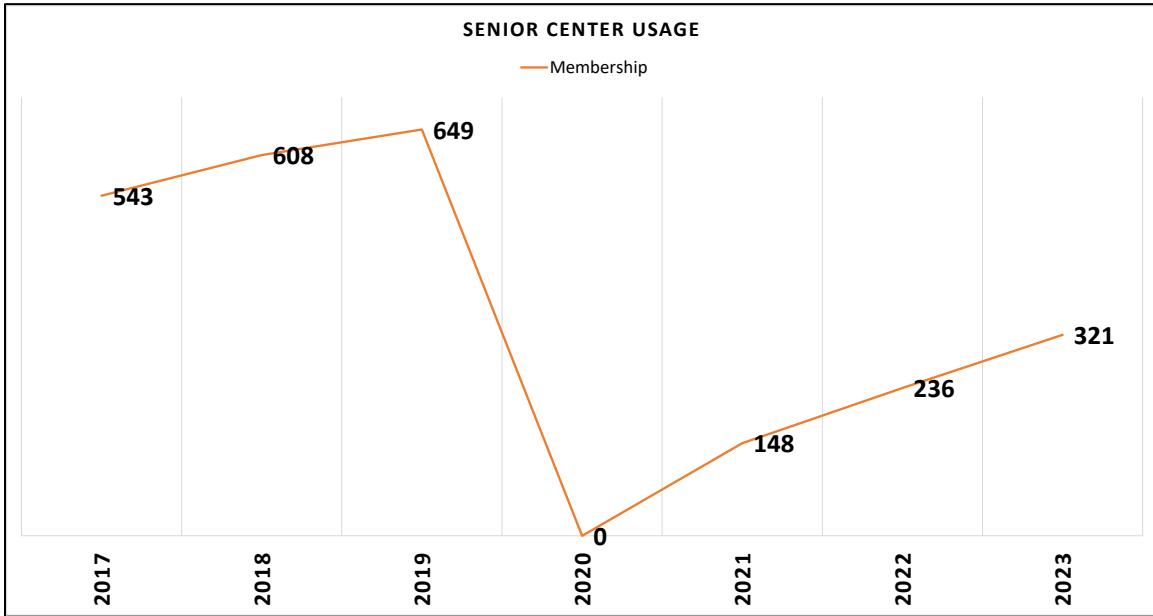
PLEASE NOTE: Years 2020 and 2021 numbers were significantly impacted by the COVID-19 pandemic.





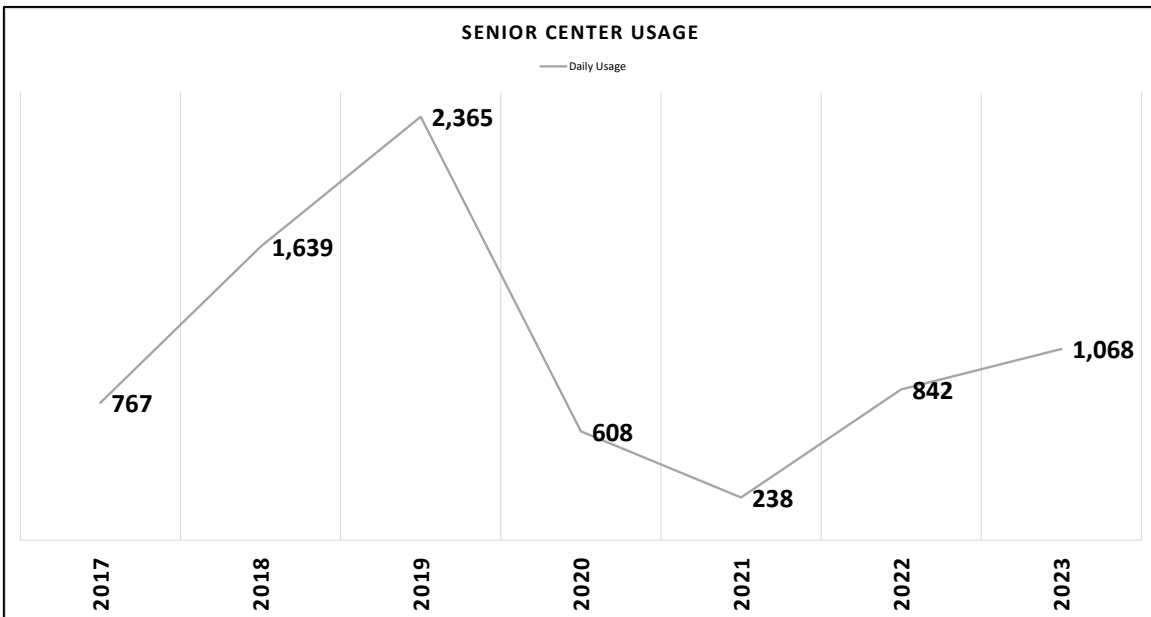
ACTIVE MEMBERSHIPS

As shown in the chart below, active CSC memberships held by Calabasas residents peaked in 2019, two years after the facility opened, declined significantly during the pandemic, and have rebounded to 321 active memberships in 2023 (or 13% of the 50+ population in Calabasas). Though there is not a benchmark for percentage of 50+ population that holds an active membership to a senior center, the benchmark for visitation to a senior center at least one time per year is 10-20% of the 50+ population.



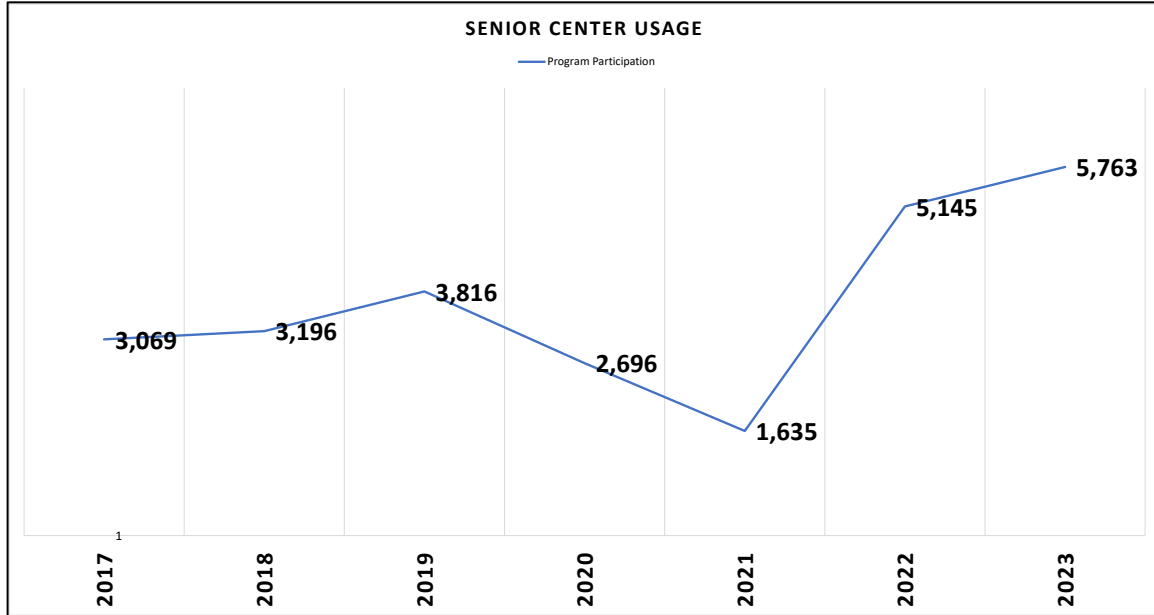
DAILY DROP-IN USAGE

As shown in the chart below, drop-in daily usage (visitation associated with participation in clubs, game rooms - not formal registered programs) peaked in 2019, two years after the facility opened, declined significantly during the pandemic, and have rebounded to 1,100 drop-in visits.



PROGRAM PARTICIPATION

As shown in the chart below, participation in programs offered by the Community Service Department at the CSC is currently at an all-time high with 5,800 program registrations taking place in 2023. This number is reflective of one individual registering for a program.



PARTICIPATION ANALYSIS SUMMARY

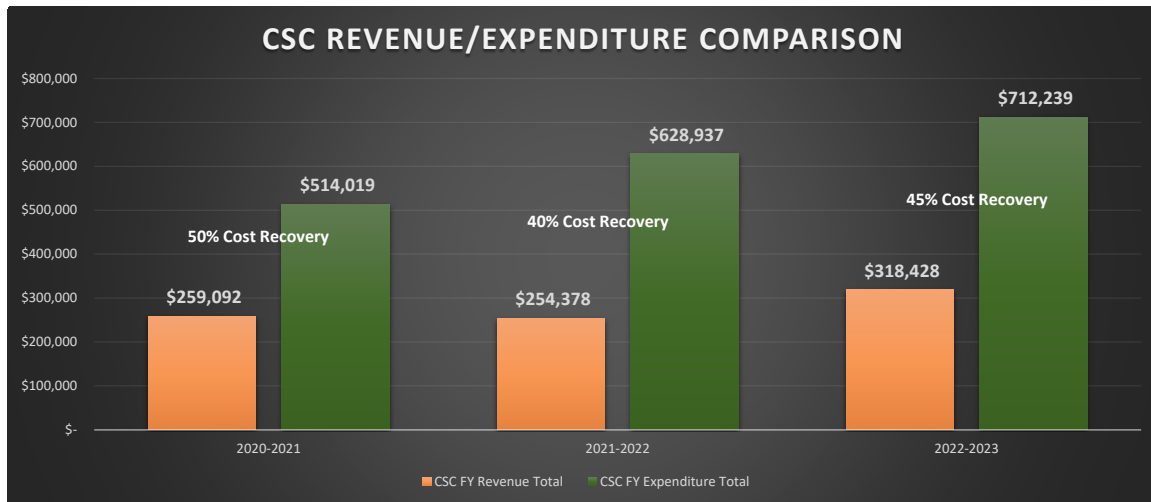
Since it opened in 2017, the Calabasas Senior Center has seen a pronounced change in how the 50+ population utilizes the facility. Initially, there was significant interest in being a member of the facility and drop-in visitation. Six years later, seniors are more likely to utilize the senior center for participation in registered programs. This shift is due to the Senior Center staff having a better understanding of the programs and services most desired by the 50+ population in Calabasas.





COST OF SERVICE ANALYSIS

The below chart provides a high level analysis of annual revenue and expenditure for the CSC. As seen in the chart below, the annual general fund subsidy to operate the CSC has grown over the last three years (from \$254,000 in FY 2021 to \$394,000 in FY 2023). This is due in part to the ramping up of staffing levels and costs following the pandemic, but also the increase in costs associated with offering more programs and services. It should be noted that revenue generated by the CSC increased by \$65,000 from FY 2022 to FY 2023.



RECOMMENDATIONS

It is recommended that the Senior Center should:

- Track total annual visitation to the Senior Center regardless of the purpose of the visit.
- Utilize the needs assessment findings to develop programs that are of the highest priority for the active aging population.
- Seek to achieve 50% annual cost recovery goal.
- Additionally, the CSC should seek to achieve and maintain 450 active memberships annually.

5.3 CREEKSIDE PARK AND CALABASAS KLUBHOUSE PRESCHOOL

Creekside Park is a community park that boasts open space recreational opportunities and serves as the home to the Little Learners - Calabasas Klubhouse Preschool. The Calabasas Klubhouse Preschool is operated by a third party contractor and is based on a developmental curriculum and an academic approach in preparation for Kindergarten. As early childhood educators, instructors recognize that each child develops cognitively, emotionally, physically, and socially at his/her own pace. The team is dedicated to meeting each child’s individual needs and adapting approaches to support this goal. Instructors also assist the child in building self-confidence, self-respect and caring for others. In addition to the daily curriculum, several enrichment programs are offered. The program is State Licensed for ages 18 months to 5 years and is located on 11.8 acres and is securely gated to maintain a protected environment.

Though some amenities (playground, ballfield, basketball court) in the park are accessible to residents, the primary utilization of those amenities is by Little Learners. This has created some tension as

Creekside Park is one of the few park offerings available to residents that live on the east side of Calabasas.

RECOMMENDATIONS

It is recommended that the Community Services Department:

- Re-master plan Creekside Park with the primary objective of providing Calabasas residents with greater accessibility to the recreational amenities in the park.

5.4 JUAN BAUTISTA DE ANZA PARK

The City of Calabasas' Juan Bautista de Anza Park at 3701 Lost Hills Road (corner of Lost Hills and Las Virgenes) is a signature park on the west side of Calabasas that offers a multitude of recreational experiences to residents and visitors and is home to many of the department's special events. The park has facilities and recreation space available for rent with the indoor rental space being ideal for small birthday parties, holiday gatherings, corporate picnics, or company retreats.

The park boasts three large picnic shelters (80 person occupancy for each), three separate age appropriate play areas, a small splashpad that is currently being upgraded as well as a large outdoor multi-purpose sport court on which basketball, pickleball and roller hockey are played.

Additionally, the Community Center at De Anza Park serves as an out of school programming hub for Calabasas residents as well as a customer service office for the Community Services Department.

The park also serves as a de facto trailhead for the Las Virgenes Trail system.

RECOMMENDATIONS

It is recommended that the Community Services Department:

- Utilize the needs assessment findings to further refine program offerings that are of the highest priority for the community, focusing primarily on youth (ages 6-12) and special events.





CHAPTER SIX - CALABASAS COMMUNITY CENTER OPERATIONAL PLAN

6.1 CALABASAS COMMUNITY CENTER OPERATING HOURS ASSUMPTIONS

- The CCC operating hours are one hundred hours per week and are assumed to be:
 - Monday - Friday: 6am - 10pm
 - Saturday - Sunday: 8am - 6pm

PLEASE NOTE: The Gymnasium will be utilized for both programming and open use. Schedules for Gymnasium will be posted and vary based on time of year.

6.2 FACILITY STAFFING ASSUMPTIONS

Staffing the facility with revenue from yearly and monthly passes requires a delicate balancing act of resource allocation to the core areas and the bottom line. This will necessitate that the facility staff have a keen understanding of all the operations and understand the value of programming the site versus maintaining the site. Staffing assumptions include:

- Facility staffing is a direct result of the requirement for the operating hours to be net revenue neutral.
- Facility staffing is based on “lean management” practices where all positions/human resources expended for any goal other than the creation of value for the customer base are nonessential.
- As the Multigenerational Community Center reaches operational and programmatic maturity, additional staff persons will be required.
- Staffing salary/wages based on current salaries and national averages found in the fitness and aquatic industry and in-line with current wages.
- Inclusive benefits, charges required for most employees regardless of employment status (including payroll taxes and fees) are factored at a percentage of total seasonal staff salary and full-time staff overtime, excluding any general benefits.

Many large-scale multigenerational Community Center operations operate with staffing levels at 60% of the direct cost or more of the operational budget. The facility will require a combination of full and part-time staff to cover the following work functions associated with the management of the facility:

- Community Center Management and Administration
- Recreation Programs
- Customer Service
- Facility Rentals
- Fitness
- Facility Maintenance
- Custodial Services

A bevy of part-time staff including recreation program instructors, fitness personnel and front desk staff are included in the staffing projections as shown in the expenditure model found later in this chapter. It is projected that the facility employees - both full and part-time - will consume approximately 50% of the annual operational budget during the six-year study period.

Depending on facility's success, the most important addition to the staff composition may be in the management of the front-line staff - the part-time and seasonal employees that are the face of the organization. As such, it is imperative to utilize a Community Center Customer Service Supervisor-like position to manage the staff that deals first with the public effectively for representing the CCC. Dedicated and enthusiastic full-time employees will successfully adapt to the ebbs and flow of a customer-centric operation daily. However, this could pose a problem for part-time and seasonal staff, many of whom are projected to work limited hours for the greatest operational flexibility. Accordingly, this balance of resources and customer service will make it critical that systems are in place to ensure that front line employees share a common and enthusiastic vision for service delivery.

Utilization of full-time, part-time, and independent contractors is typically chosen by management for the flexibility they provide - a benefit that allows market factors to determine the need of instructor utilization consequently boosting the goal of fiscal sustainability. Benefits of part-time and contract instructors are:

- Ability to offer quality, diverse and affordable programs with no startup costs to the facility.
- Specialized skill set or training at no cost to the facility.
- Typically, continuity and retention exist for instructors who like to teach.
- Work on demand - hiring an independent contractor or part-time staff person offers flexibility to programming which keeps programs "fresh" and increases the ability to take on added opportunities as they arise, and during slow periods have greater cost control.
 - Classes are discontinued when minimum participation levels are not met without incurring the cost of the instructor.
- Contractors do not require employers to withhold and pay federal, state and Social Security (FICA) taxes as they are required for employees.
- The Manager obtains the right to terminate Independent Contractor Agreements at any time by giving written notice.
- Contractors are not eligible for unemployment insurance benefits.
- Community Center staffing is a direct result of the requirement of the operating hours to achieve an 89%+ cost recovery rate. It is anticipated the operating hours will remain the same.
- As the Community Center reaches operational and programmatic maturity, additional staff persons may be required.
- Staffing salary/wages based on current salaries and national averages found in the fitness and aquatic industry.
- Inclusive benefits, charges required for most employees regardless of employment status (including payroll taxes and fees) are determined by current benefit plan offered by the City.

6.3 MEMBERSHIPS AND ADMISSIONS

Memberships and admissions account for 33% or more of all revenue generation in a multigenerational Community Center of this type with the hope of recovering at least 75% of operational revenues. Due to the operational impact of memberships on sustainability, membership structure is vital. Based on the pro-forma, memberships and admissions are projected to cover approximately 35% of the total revenue from memberships. This is primarily due to a monthly pass rate for individuals that are at the mid-point



of other recreation facilities in the region. This requires the building to be programmed and rented at a rate of 50% to achieve the cost recovery goal desired. Please Note: This can limit the amount of open non-programmed activity to the gymnasium.

COMMUNITY CENTER

It is recommended that the Community Center fitness membership configuration consist of the following categories.

- Family Membership (up to age of 23)
- Youth/Teen Individual Membership (3-18 years of age)
- Adult Individual Membership (19-49 years of age)
- Senior Individual Membership (ages 50+)
- Daily Passes - Youth/Teen (3-18 years of age)
- Daily Passes - Adult (19-49 years of age)
- Daily Passes - Senior (50+ years of age)

Community Center membership will include:

- Each category provides access to all unprogrammed spaces within the facility including the fitness center, activity studio, cardio studio, and gymnasium.
- Access to open sport play including but not limited to basketball, volleyball, and pickleball.

6.4 REVENUE ASSUMPTIONS

The following provides a summary of the CCC revenue model assumptions.

1. Membership, daily pass, and facility/room rental pricing is reflective of the 2023 adopted fee schedule.
2. Membership, daily pass, and facility/room rental pricing will be evaluated annually and any changes to fees will be presented to City Council for their consideration and adoption.
3. Programming provided at the CCC will initially focus on the following high and medium priority needs as defined by the needs assessment conducted as part of this study.

PROGRAMS AND SERVICES	COMMUNITY NEED
Adult fitness & wellness programs	High
Adult sports leagues	High
After-school programs for youth of all ages	High
Art, culture, enrichment, performing art programs	High
Community service programs	High
Inclusion services	High
Pickleball lessons & leagues (indoors)	Medium
Pop-up events	Medium
Programs for people with special needs	Medium
Rentals and reservations	Medium
Senior (50+) programming	Medium

4. It is anticipated that programming fees will be determined by applying the department's program pricing policy and cost recovery goals. Fees will range from \$0-\$250 per program.
5. It is expected that program and service needs of the community will change every 3-5 years and the department's offerings will reflect these changes.

6.5 EXPENDITURE ASSUMPTIONS

GENERAL ASSUMPTIONS

The assumptions in this study assist in understanding how the financial plan was developed and the strategies with which the CCC will be operated. This allows for the revision of assumptions in the future while still maintaining the integrity of the plan by understanding the impact that the changes will have on the operational budget or market capture. The assumptions for the site used for the development of the financial plan are as follows:

PRICING ASSUMPTIONS

- Pricing is outlined for each individual program within the electronic Excel model and summarized within this report document.
- Pricing is value based, meaning that pricing was determined based on typical market rates based on the assumed level of service received.
- Pricing comparisons to other fitness related facilities were used for guidelines for developing the pricing schedule, however, the goal of value provided was utilized for developing the pro forma.

GENERAL EXPENSE AND REVENUE ASSUMPTIONS

- Expenses are projected to be 100% of projected costs beginning in the model year "Operating Year 1"; annual increases of a set percent per year each year thereafter as based on Expenditure and Revenue Growth Inputs.
- Revenues are projected to be 100% of projected revenue capacity beginning in the modeled year "Operating Year 1"; annual increases of a set percent per year each year thereafter as based on Expenditure and Revenue Growth Inputs.
- Percentage of cost recovery is based on the assumed market participation and value/market-based pricing.
- Operating and growth inputs are based on average increases per expenditure and revenue category; due to the volatility of the health care (employee health insurance) and energy (utility) sectors, higher growth rates were utilized for employee benefits and utilities.
- If a higher percentage of cost recovery is needed, operating expenses and pricing will be analyzed for potential adjustments.
- All projections are based on assumptions and estimates made within the electronic Excel model.
- Pro forma assumptions beginning in "Operating Year 1" are based on management and staff performing extensive lead-in/pre-opening marketing, promotions, and programming tailored to the customer base.



- Pro forma program is based on an aggressive program and rental offering (50% of total available space) that will require detailed scheduling to allow for successive usages on a regular basis.

OPERATING/GROWTH ASSUMPTIONS

- Operating and growth assumptions are based on average increases per expenditure and revenue category as noted below:
 - Revenues are projected to increase annually by 3.0% through growth in users and fee adjustments.
 - The salary and benefit growth rates are calculated at 3.0% annual growth due to the potential volatility of the insurance/pension fund requirements.
 - Supply growth rate is calculated at 3% annual growth due to inflation.
 - Service growth rate is calculated at an average of 4.0% annual growth due to inflation and the potential volatility of the energy sector.
- Percentage growth rate by budget category is presented on the “Inputs” tab of the electronic Excel model.

SIX (6) YEAR PRO FORMA

Based on all operating assumptions set forth within this report, and excluding any unforeseen circumstances, the Calabasas Community Center is projected to have an average annual total operational cost recovery of 89% beginning with Fiscal Year 2024-25 (July 1, 2024-June 30, 2025). A summary of the six-year pro forma is presented below.

Pro Forma Revenues & Expenditures					
CALABASAS COMMUNITY CENTER					
BASELINE: REVENUES AND EXPENDITURES					
Revenues	1st Year July 1 2024	2nd Year	3rd Year	4th Year	5th Year
Revenue	\$1,250,555.00	\$1,288,071.65	\$1,326,713.80	\$1,366,515.21	\$1,407,510.67
Total	\$1,250,555.00	\$1,288,071.65	\$1,326,713.80	\$1,366,515.21	\$1,407,510.67
Expenditures	1st Year	2nd Year	3rd Year	4th Year	5th Year
Expenditures	\$1,397,724.25	\$1,439,655.98	\$1,482,845.66	\$1,527,331.03	\$1,573,150.96
Total	\$1,397,724.25	\$1,439,655.98	\$1,482,845.66	\$1,527,331.03	\$1,573,150.96
NET PROFIT/LOSS	(\$147,169.25)	(\$151,584.33)	(\$156,131.86)	(\$160,815.81)	(\$165,640.29)
Total Cost Recovery	89%	89%	89%	89%	89%

PLEASE NOTE: A detailed line item pro forma has been provided to the Community Services Department as a stand-alone EXCEL document. It is anticipated that the department will utilize this EXCEL document as part of their annual operating budget development process for the CCC.

REVENUE MODEL

Pro Forma Revenues & Expenditures		
CALABASAS COMMUNITY CENTER		
REVENUE MODEL		
ACCOUNT TITLE	PERCENT OF TOTAL REVENUE	REVENUES
TOTAL PASS REVENUES	35%	\$436,000.00
TOTAL PROGRAM REVENUES AND PASSES	5%	\$58,500.00
TOTAL FITNESS REVENUES	9%	\$109,220.00
TOTAL GYMNASIUM PROGRAM REVENUES	21%	\$264,440.00
TOTAL GYMNASIUM RENTAL REVENUES	1%	\$16,100.00
TOTAL RENTAL ROOM REVENUES	28%	\$356,295.00
TOTAL CONCESSIONS REVENUES	1%	\$10,000.00
TOTAL REVENUE		\$1,250,555.00

EXPENDITURE MODEL

Pro Forma Revenues & Expenditures		
CALABASAS COMMUNITY CENTER		
EXPENDITURE MODEL		
ACCOUNT TITLE	PERCENTAGE OF TOTAL COSTS	BUDGET
PERSONNEL SERVICES		
Total	50%	\$689,869.00
SUPPLIES		
Total	36%	\$501,576.25
OTHER SERVICES & CHARGES		
Total	14%	\$206,279.00
TOTAL EXPENSES		\$1,397,724.25



CHAPTER SEVEN – CONCLUSION

The overall vision and mission of the Calabasas Community Services Department has significantly evolved over the past five years. The COVID-19 Pandemic slowed the implementation of the action oriented improvements, but as restrictions associated with the pandemic were lifted, staff were very motivated to improve community service offerings. The department continues to experience a rapid evolution as a functioning City agency with the Calabasas Community Center coming on-line in early 2024, which requires the department to evolve its business processes and continue to aid in positioning Calabasas as a world-class destination.

The following represents a summary of the recommendations that will guide programming and service delivery over the next five years.

GENERAL PROGRAM AND SERVICES - KEY RECOMMENDATIONS

- Expand programs and services in the areas of greatest need to meet customer demand.
- **Expand the partnership/joint use agreement with Virgenes Unified School District to maximize the utilization of taxpayer funded public recreation spaces in Calabasas.**
- Implement recreation program and operational standards found in the appendix of the study to ensure consistency service delivery.
- Develop a formal volunteer management policy as found in the appendix of the study.
- Develop a formal partnership policy as found in the appendix of the study.

CALABASAS TENNIS AND SWIM CENTER - KEY RECOMMENDATIONS

- Continue to evaluate the effectiveness of program, service and membership offerings and adjust in response to community needs, as necessary.
- Continue to implement the lifecycle replacement capital improvement program.
- Continually evaluate the impact that the growth of pickleball participation has on tennis participation in Calabasas.
 - PLEASE NOTE: Nationally, both sports have gained approximately six million participants since 2017.

CALABASAS SENIOR CENTER – PRIMARY RECOMMENDATIONS

- Track total annual visitation to the Senior Center regardless of the purpose of the visit.
- Utilize the needs assessment findings to develop programs that are of the highest priority for the active aging population.
- Seek to achieve 50% annual cost recovery goal.

CALABASAS SENIOR CENTER – OTHER RECOMMENDATION

- Achieve and maintain 450 active memberships annually.

CREEKSIDE PARK AND CALABASAS KLUBHOUSE PRESCHOOL - KEY RECOMMENDATION

- Re-master plan Creekside Park with the primary objective of providing Calabasas residents with greater accessibility to the recreational amenities in the park.

JUAN BAUTISTA DE ANZA PARK - KEY RECOMMENDATIONS

- Utilize the needs assessment findings to further refine program offerings that are of the highest priority for the community, focusing primarily on youth (ages 6-12) and special events.

CALABASAS COMMUNITY CENTER - KEY RECOMMENDATION

- Celebrate the success of the re-opening of the Calabasas Community Center.
- Using the guidelines provided in this study, operate the CCC as a first class, customer-friendly, business that strives to achieve the financial goals as shown in the chart below.

Pro Forma Revenues & Expenditures					
CALABASAS COMMUNITY CENTER					
BASELINE: REVENUES AND EXPENDITURES					
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Total Cost Recovery	89%	89%	89%	89%	89%





APPENDIX A - STRATEGIC REVENUE ENHANCEMENT

Building creative and stronger revenue generating options is the most productive strategy for improving operational and financial sustainability of the park and recreation system. Operational sustainability is a blend of controlling costs and increasing revenues, and not just an exercise in expense reduction. Increasing revenues across the system requires:

1. Understanding the characteristics, constraints, and opportunities of markets served by each park or Community Center site.
2. Classifying and prioritizing services, programs, and functions.
3. Setting appropriate performance standards for each revenue generating service/function.
4. Monitoring performance regularly.
5. Being flexible and adjusting types and levels of services and pricing as needed.

Most importantly, staff must accept and understand that “Expected Public Services” and “Enhanced Visitor Services” are expected to produce revenue that partially or wholly support the costs of providing that service, experience, or amenity as being developed for the Calabasas Community Services Department. The failure to produce targeted revenues must result in adjustments that can include, but not be limited to 1) refinement of the service, 2) termination of the service, 3) reduction in staff, or 4) other operational changes to reduce the financial investment of the facility.

The Revenue Generation section of this study summarizes the revenue goals and recommended strategies for the Calabasas Community Services Department. These recommendations must be taken into context with the overall expectations for improved performance of the facility.

DEVELOPING MARKETING AND PROMOTIONAL STRATEGIES

The Community Services Department will work with the City’s communications team to effectively implement a marketing plan. The goals of marketing and sales are:

1. To increase visitation and use of the facility to support program revenues to offset facility costs.
2. To generate more revenue from rental facilities, recreation services, programs, special events, and private events in the facility.
3. To produce more participation in large signature events and programs that will also generate operation revenue for the site.

Monthly, quarterly, and annual goals for each of these areas must be identified, tracked, and evaluated over time. All marketing and promotional efforts must be monitored through sales goals for the facility; marketing without sales is just an awareness campaign that has little or no consequence on the financial performance of the facility.

MARKET POSITIONING AND MESSAGING

A critical component of marketing efforts is to hone the “right” messages to the right target markets to inspire and motivate purchasing behavior. The five-step process for developing strong messages is outlined on the next page:

1. Identify the target market.

Calabasas Community Services must identify the different target markets that can be served by the Calabasas Community Services Department and the benefits that should appeal to each, and the messaging that will help to communicate the benefits.

2. Identify the needs of the target market segments.

Each market segment to be targeted has unique needs. Appealing to those needs will help to make the facility a local or regional service provider of choice. Messages should not only address these needs, but also imply easy solutions to any constraints the targeted customers may have pursuing experiences at the Calabasas Community Services Department.

3. Present the solution to the target market needs.

Focus on selling benefits and experiences and not just features and amenities. Communicating experiences is much more compelling than selling specific services and programs.

4. Present the results you have delivered.

One of the more powerful ways to motivate customers to visit or purchase program services is by demonstrating how people just like them have had wonderful, meaningful, and unique experiences at the site.

5. Explain the points of difference.

There are many recreational, cultural, and education alternatives for the target markets and customers. Explaining the unique elements of the facility experience that cannot be gained anywhere else is important.

MARKETING AND PROMOTIONS STRATEGIES

PUBLICITY AND SOCIAL MEDIA

Publicity and social media are typically the least expensive and most effective forms of marketing for public park and recreation agencies. The challenge of great publicity that effectively produces results by motivating target markets is that it requires careful advance planning, constant monitoring, establishing meaningful relationships with media representatives and online customers, and strategic timing. It often takes much advance planning and many months to properly execute a publicity or social media campaign so that the timing of the campaign is aligned with the marketing season of specific programs, services, or opportunities that the agency is promoting. The Calabasas Community Services Department needs to approach marketing planning using the following guidelines and themes described below when the re-development and re-use of the facility is completed:

1. Event publicity at the Park or Multigenerational Community Center

Major events benefit from short stories in local, and regional newspapers and online social media hooks planted that run three to four weeks in advance of the event and up to the date of the event. Stories and media need to be cultivated with contacts and online sales channels several weeks in advance of the time the stories need to run. Special interest interviews on morning, noon, and evening television news programs, radio interviews on popular rush-hour programs, and blogs on known affinity online sites need to be included.



2. Program publicity

Special and unique programs should have feature stories in local magazines, local and regional weekly newspapers, which are aimed at placements as front-page or sectional front-page stories. These stories are most effective if they run shortly before the season that the featured program begins. This will require several weeks of advanced planning with media contacts. Similar coverage on television and radio should also be considered. If pre-publicity cannot be generated, post-publicity can help promote future programs.

3. Site publicity

Site publicity, focusing on a single site, requires more intense planning efforts to attract multiple writers and editors from target publications. The Calabasas Community Services Department site could host several seasonal media familiarization tours to familiarize them with the site and its benefits and amenities when improvements are begging to be made. Stories and features resulting from such tours typically take between two and six months to materialize so the tours need to focus on experiences, benefits, and programs that would be available when the stories are expected to run.

To produce consistent and recurring publicity for Calabasas Community Services Department and their programs, staff must understand and appreciate the benefits derived from publicity and actively plan programs, events, and experiences that are publicity worthy. A strategic approach to how programs is planned and developed, media contacts made, and publicity sought will help Calabasas Community Services Department avoid “saturating the press” with ideas and requests that eventually may turn off the media, which the facility depends upon to create the publicity needed to keep it financially viable. PROS Consulting recognizes that the staff is extremely limited in their time to make marketing a priority.

PARTNERSHIP DEVELOPMENT

These recommendations are an overview of existing partnership opportunities available to Calabasas Community Services, as well as a suggested approach to organizing partnership pursuits. This is not an exhaustive list of all potential partnerships that can be developed but can be used as a reference for the site to identify priorities for partnership development.

The following five classifications of partners are recommended for the site:

1. **Operational Partners.** Partners who help maintain facilities and assets, promote amenities and site usage, support site needs, provide programs and events, and/or maintain the integrity of the facility through labor, equipment, or materials. This could include school partners, contracted partners who provide recreation services in the building or a health-related partner who provides services within the facility.
2. **Vendor Partners.** Service providers and/or contractors who can gain brand association and notoriety as a preferred vendor or supporter in exchange for reduced rates, services, or some other agreed upon benefit. This could include a local recreation supplier of goods to the site.
3. **Service Partners.** Nonprofit organizations and/or friends’ groups that support efforts to provide programs and events, advocacy, and education, and/or collaboratively serve specific constituents in the community. This could include the senior assisted living groups, the library, a hospital, or a sports club.
4. **Co-branding Partners.** Private organizations that can gain brand association and notoriety as a supporter in exchange for sponsorship or co-branded programs, events, marketing, and



promotional campaigns, and/or advertising opportunities. This could include a hospital, local winery who supports environmental education, or a health and wellness agency who supports active lifestyles.

- 5. Fund Development Partners.** Private nonprofit organizations with the primary purpose to leverage private sector resources, grants, land and/or other public funding opportunities, and resources from individuals and groups within the community to support site goals and objectives for mutually agreed strategic initiatives. This could include a financial partner that can help with a maintenance endowment to help raise money for capital or operational costs.

The key to any partnership will be for the partner to bring value to the site in the form of either operational revenue or capital revenue to help build the site or improve the site or bring a good number of paying users to the site. The key to effective partnering is not to create an entitled partner dependent on the Community Services department to support their users' needs but contributes to the value of the Calabasas Community Services Department and park.

MARKETING AND COMMUNICATION STANDARDS

It is important for the facility to have a strong marketing approach to operate in a sustainable manner. To accomplish this, Calabasas Community Services Department must have a marketing plan and standards to go by in supporting the facility and park from the beginning. Marketing and communication standards need to be in place and include the following:

- Core programs, non-core programs, and facility related services to be evaluated yearly based on their lifecycle, position in the marketplace, and trend data with a strategy to make changes (keep the same or eliminate) that are provided in the community center or park.
- Core program priorities will receive the appropriate time and space in the community center and park to keep the service strong and viable.
- Cost-benefit criteria will be incorporated within the core services mini-study annually. PROS Consulting recommends updating the study pro-forma yearly.
- Program guides will dedicate space to core services as their primary target. Non-core services, which could become a core service, will have a marketing strategy created and evaluated annually.
- A marketing plan will be created and updated yearly for promotion of services held at the community center and park, pricing of services, communication and feedback from users, age segment management, lifecycle management, partnerships and sponsorships, competition assessment, facility, and program positioning, and tracking the accessibility to gain access to the system. Pricing strategies for revenue alternatives will be developed when needed to keep funding options viable.
- A cost of service assessment will be completed for each core service area within the community center and park and the result of participant impacts and cost recovery goals that were met or not met should be presented yearly by staff.
- Calabasas Community Services Department will develop a customer survey (mail, email, or phone) every three years to gauge how well the system is meeting the needs of residents and what program areas need stronger support.

APPENDIX B - OPERATIONAL STANDARDS

As part of the study, discussion with Calabasas Community Services Department staff was completed to decide on an operational plan for the and how to illustrate the relationship and requirements for management of the facility.

FACILITY STANDARDS

CORE COMMUNITY CENTER CRITERIA

- Community Center facilities are created to support core recreation programs (i.e., preschool programs, after school programs, senior services, life-skill programs, aquatics, camps, fitness, sports, and other activities). The facility is planned to be open 100+ hours a week.
- Partnerships can be created to maximize the experience for the users and control operational costs.
- The Calabasas Community Service Department facilities will be customer friendly based on the design to create a strong relationship and trust with users and families.
- Demand for the facilities will match availability based on community input and the facility is expected to be operated in a typical, traditional community center facility manner.
- The Calabasas Community Services Department will need to respond to the future demographic needs of the community as it applies to recreation program needs for the service area.

RECREATION PROGRAM STANDARDS

Recreation program standards are to be developed to support a high quality, efficient recreation program for the Calabasas Community Services Department and for any partners working in the recreation facilities. The program standards are developed to support the core recreation services in the building. The standards focus on establishing what constitutes a quality experience; operational and cost recovery goals; marketing and communication standards for users to access the program or service; and performance measures to track desired outcomes of the programs that hold the staff, any partners, and program contractors accountable to those standards.

The existing core recreation services that are to be provided at the facility need to include child watch services (available while parents work out, some before and after school care, and summer day camps), youth and teen services, special events that bring the Calabasas community together, senior services, cultural education, art services, community wellness and fitness, services to people with disabilities, and programs for youth and adult sports such as leagues, clinics, tournaments, and workshops.

STANDARDS OF A HIGH-QUALITY EXPERIENCE

From these core services, the following standards should be in place to promote a high-quality experience:

- Instructor or program coordinators' qualifications are consistent with "in-the-field" experience of the specialty program they are responsible for at the facility.
- The instructor-to-participant ratios are appropriate for the participant to feel safe in each class.
- The program is provided in the appropriate recreation space it was designed for, and that program space is safe and clean.



- Minimum and maximum numbers of participants are set for the program or class that will allow for a high-quality experience.
- Recreation equipment or supplies that are used by the participant are high quality, safe, and appropriate for the participants to use or consume.
- The length of the program will be commensurate with the attention capability of the participants to respond effectively and enjoy themselves in the activity.
- Appropriate support staff or volunteers are in place to help guide participants and support teachers or program supervisors.
- The staff is trained in first aid and CPR. Volunteers are also trained in first aid and CPR when appropriate.
- A first-aid kit is readily available and accessible in less than a minute.
- The staff and volunteers are trained in customer service and diversity training to make all participants feel welcome and appreciated.
- Customer feedback methods are in place to seek input from participants about their expectations of the program and the results of their experience. This includes the completion of pre- and/or post-evaluations, focus groups, or phone calls.
- Pricing of services is explained to participants and/or parents on the level of investment they are making in the program as well as the level that Calabasas Community Services is investing in their experience, or any other partner involved in the delivery of services in the building.
- Each instructor or program supervisor will be provided a “tool box” that includes their class or program roster with phone numbers or email addresses, name tags for participants, customer evaluations for users, registration forms, a program guide, pertinent recreation information, emergency phone numbers, thank you cards for participants at the end of the class, and an introduction sheet of what will occur in the program or class, how it will be conducted, and what outcomes and goals that Calabasas Community Services or the partners hope to achieve from each program delivered.
- All class or program policies are available to the instructor or program supervisor to adequately explain policies to the user.
- Appropriate recognition and awards are given at the end of the program to participants based on outcomes achieved or skills learned.
- New staff, volunteers, and contract employees working with children will have background checks and fingerprint ID verification by the Livescan vendor.
- Any disciplinary actions taken by an instructor or program supervisor with a program participant will be written and documented.
- The instructor and program supervisor will prepare class, program curriculum, or work plans before the class or program begins and sign off by the appropriate program staff within the recreation division providing services in the building.
- The staff and partners will be dressed in the appropriate uniforms that include nametags.

- Drivers that transport participants must have the appropriate license, certifications, and authorizations to only do so in agency vehicles only and never personal vehicles.
- Equipment or program space will be inspected prior to the class or program, the condition noted by the instructor or program supervisor, and recorded daily, weekly, and monthly.
- Performance measures are tracked and shared with instructors or program staff at the end of each session.
- Exit interviews will be conducted with part-time staff before they leave each season and noted in their file as to rehire or not to rehire.
- A class or program budget will be prepared for each activity and shared with the instructor or supervisor on how class monies will be spent. Final budget results will be documented at the end of the program area and shared with the supervisor or manager.
- All regulatory requirements for programs are completed on time and filed according to guidelines.
- Appropriate required licenses and certifications set by law will be reviewed and filed before programs begin if necessary.

OPERATIONAL AND COST RECOVERY GOAL STANDARDS

- A pricing policy will be in place and the staff, and any partners, understand the philosophy behind it and how to communicate prices to users effectively.
- A full cost of accounting is created for each class or program that accurately calculates direct and indirect costs. Cost recovery goals are established once these numbers are in place. Contract staff will be trained in this process.
- Pricing of services will be established based on cost-of-services and overlaid into programs or classes based on primetime and non-primetime rates, location, time, age segment, group, and level of exclusivity that users receive over and above use by general taxpayers. The contract staff will be trained on how prices for services are set.
- Quarterly results of programs will be posted and shared with the staff on those services that are underperforming, meeting, or exceeding the cost recovery goals.
- Mini studies will be created for each core program service on a yearly basis that evaluates the program. The plans will be based on meeting the outcomes desired for participants, cost recovery, percentage of the market and business controls, cost of service, pricing strategy for the next year, and marketing strategies to be implemented. Cash collection standards and refund process standards should be incorporated. This will be the basis for budget development.
- Yearly competitors and other service providers will be benchmarked, shopped, and evaluated for changes they are making and how they compare with Calabasas Community Services efforts in the core services provided.
- Partnerships with core program services will be updated yearly, their level of contribution will be documented, and tracking performance measures will be shared with each partner.
- Non-core services will be evaluated yearly and reduced, eliminated, or transferred to other service providers, thus reducing the impact on staff time.



- Any partnership groups will be informed of the cost and services provided by the Calabasas Community Services Department and written partnership agreements will be established with measurable outcomes tracked annually.
- The maintenance and recreation staff will discuss standards for programs taking place at the facilities annually.

PERFORMANCE MEASURES

Calabasas Community Services Department should develop the following performance measures to track desired outcomes and to demonstrate to key leadership and partners the value of the investment being made in recreation programs and the facility:

- Program capacity levels were met based on total availability and enrollment numbers with a target goal of 85%.
- Programs offered versus programs held with a target goal of 80%.
- Retention of participants, monthly pass holders are targeted at 75% then tracked by the registration point of sale system.
- Cost recovery goals met at 50% for core recreation services.
- Customer satisfaction levels are met at 90% or greater in all services.
- Earned income goals are met at 95% for programs.
- Cost recovery goals for the facility are met at 95% of targeted levels.

GENERAL FACILITY MAINTENANCE STANDARDS

OFFICES

- Windows - Exterior cleaned (2) a year
- Inside as needed.
- Carpets vacuumed Daily.
- Trash emptied Daily.
- Desks wiped down.
- Lights cleaned monthly.
- Tables and Chairs cleaned daily or on a as needed basis.
- Storage closets cleaned once a year.
- Phones cleaned daily.
- HVAC cleaned quarterly.
- Doors Cleaned weekly.
- Offices painted every (7) years.

OFFICE WORK ROOM

- Light switches cleaned daily.

- Trash emptied daily.
- Recycling emptied daily.
- Counter wiped down daily.
- Lights cleaned monthly.
- Phone wiped down daily.
- Floor swept daily and mopped weekly.
- All equipment wiped down daily.
- Annually cleaning of cabinets

STORAGE AREA

- Annually clean.
- Sweep monthly.

ENTRY AREAS

- Cleaned daily.
- Tile cleaned daily.
- Pressure washes concrete monthly.
- Handrails cleaned daily.
- Glass cleaned daily.

JANITORS CLOSET

- Janitors closet cleaned out quarterly.
- Lights cleaned quarterly.

RESTROOMS

- Floors and toilets cleaned every shift.
- Mirrors cleaned every shift.
- Check levels of toilet paper and hand towels every shift and replenish as needed.

MULTIPURPOSE AND GROUP EXERCISE STUDIOS ROOM

- Floors cleaned daily.
- Doors and windows cleaned daily.
- Mirrors cleaned daily.
- Room painted every three years.
- Bars wiped down daily.
- Lights wiped down every week.



PROGRAM ROOMS

- Floors cleaned daily.
- Tables and counter cleaned daily.
- Windows cleaned (2) times a year.
- Blinds cleaned every month.
- Clean lights and air vent every month
- Wall repainted every year.

GYM

- Floors refinished annually.
- Floors stripped and refurbished every (5) year.
- Backboards cleaned monthly and wall mounts.
- Dust mops the floors during the day and scrubs the floors at night.
- Curtains wiped down quarterly.
- Storage room cleaned out annually.
- Scoreboards and sound system inspected quarterly.
- Emergency door inspected weekly.
- Bleachers cleaned weekly.
- Every (2) years deep clean
- Internal windows cleaned weekly.
- Electrical rooms are inspected weekly and cleaned quarterly.

LOCKER ROOMS

- Floor and restroom areas cleaned every shift.
- Floors scrubber used weekly.
- Painting is done every seven years.

FITNESS CENTER

- Wipe down equipment after every shift.
- Clean restrooms on every shift including showers, restrooms, and removal of trash.
- Clean carpets on every shift and deep clean nightly
- Clean glass inside once a week
- Remove trash daily.
- Inspect all equipment that is working daily.
- Inspect all TVs that are working daily.

APPENDIX C - PARTNERSHIP POLICY

Today's economic climate and political realities require the Calabasas Community Services Department to seek productive and meaningful partnerships to deliver high quality and seamless services to the needs of the community over the next 10 years. The following sections provide an overview of opportunities and strategies for developing partnerships within the community that position the Department as the hub of a network of related providers and partner organizations.

POLICY FRAMEWORK

The initial step in developing multiple partnerships in the community that expand upon existing relationships (e.g., agreements with schools for gymnasium, classroom, auditorium, and field usage, etc.) is to have an overall partnership philosophy that is supported by a policy framework for establishing and managing these relationships. The policies recommended below will promote fairness and equity within existing and future partnerships while helping staff members to avoid conflicts internally and externally. The recommended partnership principles are as follows:

- All partnerships require a working agreement with measurable outcomes and evaluation on a regular basis. This should include reports to the Department on the performance of the partnership vis-à-vis the agreed-to goals and objectives.
- All partnerships should track costs associated with the partnership investment to demonstrate the appropriate shared level of equity.
- A partnership culture should emerge and be sustained that focuses on collaborative planning on a regular basis, regular communications, and annual reporting on performance.

The following policies are recommended for implementation by the Calabasas Community Services Department staff over the next several years.

PARTNERSHIP POLICIES AND PRACTICES

Partnerships can be pursued and developed with other public entities, such as neighboring cities, schools, colleges, state, or federal agencies; private, non-profit organizations; and private, for-profit organizations.

ALL PARTNERSHIPS

- Each partner will meet with or report to the Calabasas Community Services Department staff on a regular basis to plan activities and share activity-based costs.
- Partners will establish measurable outcomes and work through key issues to meet the desired outcomes.
- Each partner will focus on meeting the balance of equity agreed to and will track investment costs accordingly.
- Measurable outcomes will be reviewed at least annually and shared with each partner, with adjustments made as needed.
- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis.
- Each partner will assign a liaison for communications and planning purposes.
- If conflicts arise between partners, the Director of the Calabasas Community Services Department, or her designer, along with the other partner's highest-ranking officer assigned to



the agreement will meet to resolve the issue(s) in a timely manner. Any exchange of money or traded resources will be based on the terms of the partnership agreement. Each partner will meet with the other partner's respective board or managing representatives annually to share updates and report the outcomes of the partnership agreement.

PARTNERSHIPS WITH PRIVATE, FOR-PROFIT ENTITIES

The recommended policies and practices for public/private partnerships that may include businesses, private groups, private associations, or individuals who desire to make a profit from the use of City facilities or programs are detailed below. These can also apply to partnerships where a private party wishes to develop a facility on City property, provides a service on City-owned property, or has a contract to provide a task or service on the City's behalf at Calabasas Community Services Department facilities. These partnership principles are as follows:

- Upon entering into an agreement with a private business, group, association, or individual, the Calabasas Community Services Department staff and City leadership should recognize that the importance of allowing the private entity to meet its financial objectives within reasonable parameters that protect the mission, goals, and integrity of the City.
- As an outcome of the partnership, the Calabasas Community Services Department must receive a designated fee that may include a percentage of gross-revenue dollars less sales tax on a regular basis, as outlined in the contract agreement.
- The working agreement of the partnership must establish a set of measurable outcomes to be achieved, as well as the method of monitoring those outcomes. The outcomes will include standards of quality, financial reports, customer satisfaction, payments to the City, and overall coordination with the Division for the services rendered.
- Depending on the level of investment made by the private contractor, the partnership agreement can be limited to months, one year, or multiple years.
- If applicable, the private contractor will provide a working management plan annually to ensure the outcomes desired by the Calabasas Community Services Department. The management plan will be negotiated if necessary. Monitoring the management plan will be the responsibility of both partners. The Department should allow the contractor to operate freely in its best interest, if the agreed-to outcomes are achieved, and the terms of the partnership agreement are adhered to.
- The private contractor should not lobby the Calabasas City Council for initial establishment or renewal of a contract. Any such action will cause termination of the contract. All negotiations must be with the Department Director or that person's designer.
- The Calabasas Community Services Department has the right to advertise for privately-contracted partnership services or to negotiate on an individual basis using a bid process based on the professional level of the service to be provided.
- If conflicts arise between both partners, the highest-ranking officers from both sides will try to resolve the issue before turning to litigation. If no resolution can be achieved, the partnership shall be dissolved.

PARTNERSHIP OPPORTUNITIES

The recommended partnership policies encourage four classifications of partner - public not-for-profit, public for-profit, private not-for-profit, and private for profit. This section of the partnership plan further organizes partners within these classifications as having an area of focus relevant to the type of service/benefits being received and shared. The five areas of focus are:

- Operational Partners - Other entities and organizations that can support the efforts of the Calabasas Community Services Department to maintain facilities and assets, promote amenity- and recreation-usage, support site needs, provide programs and events, and/or maintain the integrity of natural/cultural resources through in-kind labor, equipment, or materials.
- Vendor Partners - Service providers and/or contractors that can gain brand association and popularity as a preferred vendor or supporter of the Calabasas Community Services Department in exchange for reduced rates, services, or some other agreed-upon benefit.
- Service Partners - Organizations and/or friends-of-recreation groups that support the efforts of the Calabasas Community Services Department to provide programs and events, including serving specific constituents in the community collaboratively.
- Co-branding Partners - Organizations that can gain brand association and notoriety as a supporter of the Calabasas Community Services Department in exchange for sponsorship or co-branded programs, events, marketing, and promotional campaigns, and/or advertising opportunities.
- Resource Development Partner - Organizations with the primary purpose to leverage private-sector resources, grants, other public-funding opportunities, and resources from individuals and groups within the community to support the goals and objectives of the Calabasas Community Services Department in mutually-agreed-to strategic initiatives.



APPENDIX D - VOLUNTEER POLICY

PURPOSE AND GOAL

The purpose of the Volunteer Program is to offer opportunities for residents, organizations, and friends of the Calabasas Community Services Department to volunteer their skills and time in meaningful work that advances ongoing programs.

The purpose of the Calabasas Community Services Department's Volunteer Policies is to support the Volunteer Program with guidance, structure and direction for staff and volunteers in the areas of:

- Rights of and responsibilities of individual volunteers
- Staff planning and volunteer training for meaningful work.
- Personnel practices affecting volunteers.

The Calabasas Community Services Department may recommend guidelines and procedures that further support the Volunteer Program. Examples of guidelines and procedures are given at the end of this policy document. The Calabasas Community Services Department may also develop a Volunteer Manual or Handbook to be provided to each volunteer.

Volunteer recruitment and retention must be addressed through creative procedures, which are of the utmost importance. Such procedures will be developed by the Calabasas Community Services Department staff, based on consultation with experienced volunteer coordinators in other similar organizations.

ISSUES ADDRESSED

The adoption of volunteer policies will address these issues:

- Indicate the importance of the Volunteer Program and individual volunteers.
- Bring increased structure and predictability into the management of volunteers.
- Require improved planning for volunteer activities and training for volunteers, within the ongoing programs.
- Avoid misunderstandings and mistakes regarding volunteer personnel practices, especially with an increasing number of volunteers.
- Development of advocacy

EXPECTED BENEFITS AND OUTCOMES

- A commitment by the Calabasas Community Services Department to its Volunteer Program will yield increased volunteer accomplishments of necessary recreation projects for which funding is not available.
- A business-like approach to volunteer management will increase volunteer participation and satisfaction.
- Communication of adopted volunteer personnel policies will assure volunteers of fair treatment while performing tasks.
- Well-planned volunteer projects, combined with the necessary volunteer training, will generate increased motivation and greater contribution of time and skills.

- Advocacy among volunteers will increase as a natural outcome of the volunteer experience.
- Stewardship volunteers will gain understanding and experience useful in communicating and demonstrating the importance of land stewardship to others in the community.

VOLUNTEER PROGRAM POLICIES

These policies are organized within the following sections:

- Rights and Responsibilities of Individual Volunteers
- Volunteer Training and Safety
- Rights and Responsibilities of Individual Volunteers

DEFINITION OF "VOLUNTEER"

A "volunteer" is anyone who, without compensation, performs a task in the direction of, and on behalf of, the Calabasas Community Services Department.

ORIENTATION

Volunteers shall be given an orientation to that will include an introduction to the Division and its staff, the policies that guide the volunteer's relationship with the Calabasas Community Services Department, (the Volunteer Manual), and the programs and plans within which volunteers may work.

NON-DISCRIMINATION

Participation as a volunteer for Calabasas Community Services Department shall be open to any individual, and no individual shall be discriminated against or harassed based upon race, gender, sexual orientation, marital or parental status, national origin, age, or mental or physical handicap.

MINIMUM AGE

The minimum age for volunteers on non-hazardous assignments is 14 years. Volunteers under the age of eighteen must have the written consent of a parent or guardian before volunteering. The volunteer duties assigned to a minor will comply with all appropriate laws and regulations on child labor.

Special permission must be given to groups of individuals under the age of 14 (e.g., Cub Scouts) who wish to serve in a voluntary capacity for the Calabasas Community Services Department. Adult supervision will be required for all of those under 14 years of age.

VOLUNTEER RECOGNITION

The Calabasas Community Services Department has approved an annual Volunteer Recognition program which will be offered for each volunteer who has given a minimum of 10 hours in the preceding year.

DRESS CODE

Volunteers shall dress appropriately for the conditions and performance of their duties, and to present a good image to the community. Volunteers shall follow the current dress code adopted by the Calabasas Community Services Department.



VOLUNTEER TRAINING AND SAFETY

SUPERVISOR

Based on the volunteer's interests and strengths, as well as the needs of the Calabasas Community Services Department, each volunteer will be assigned to collaborate with a staff member or a trained and qualified adult volunteer, who will provide training, guidance, and supervision. The supervisor shall be available to the volunteer for consultation and assistance.

PLAN OF WORK

Each volunteer will be provided with a scope of work job description and assistance in understanding the expectations of her/his service.

TRAINING

The supervisor will provide the proper on-the-job training for each volunteer and provide information and tools to perform her/his duties. Other training opportunities may arise in the form of workshops and meetings. Some activities may require the volunteer to have specific qualifications.

WORKING ALONE PROHIBITED

At no time shall any volunteer work alone at a work site. The volunteer's supervisor or an adult volunteer leader shall always be present.

SAFETY

Volunteers are responsible for:

- Supporting efforts to promote safe working conditions and habits.
- Making full use of safety equipment and safeguards provided for assigned tasks.
- Reporting immediately all unsafe work conditions to their supervisor

RESPONSIBLE STAFF MEMBER

A Calabasas Community Services Department staff member or adult volunteer leader who is solely responsible for the project shall be on the premises or readily accessible in case of an emergency or unanticipated need.

WORK SITE

The work site shall be provided with the necessary equipment, facilities, and space to enable the volunteer to perform her/his duties effectively and comfortably. Volunteer work sites are subject to the same safety requirements as are all recreation work sites.

ACCESS TO PROPERTY AND MATERIALS

Volunteers shall have access to Calabasas Community Services Department property and materials necessary to fulfill their duties and shall receive training in the operation of any necessary equipment. Property and materials shall be used only when directly required for the volunteer's task.

ACCESS TO INFORMATION

Volunteers shall have access to information pertinent to the performance of their work assignments, except for information which Calabasas Community Services Department deems to be confidential.

APPENDIX E - SPONSORSHIP POLICY

PURPOSE AND GOAL

The goal of this sponsorship policy is to provide guidelines to gain support from external financial resources. It will establish procedures to coordinate efforts to seek sponsorships with the corporate community, business partners, and not for profit partners to enhance services of the Calabasas Community Services Department. It is designed to ensure that all marketing of sponsorships support the Calabasas Community Services Department's goals for services to the community and remain responsive to the public's needs and values. This Sponsorship Policy will recognize that corporate and business sponsorships provide an effective means of generating new revenues and alternative resources to support Calabasas Community Services Department Foundation's facilities and programs. The policy will ensure that the corporate, business or not for profit sponsorships will not result in any loss of Calabasas Community Services Department's authority.

GUIDING PRINCIPLES

- The institution of the Sponsorship Policy will establish guidelines and principles to maintain flexibility in developing mutually beneficial relationships between the Calabasas Community Services Department and corporate, business, and not for profit sectors.
- The recognition for sponsorships must be evaluated to ensure the Calabasas Community Services Department is not faced with undue commercialism and is consistent with the scale of each sponsor's contribution.
- There will be restrictions on sponsors whose industries and products do not support the goals of the Calabasas Community Services Department on the services provided to the community and to remain responsive to the public's needs and values.
- Funding will be directed to the Calabasas Community Foundation. [The Calabasas Community Foundation, Inc. | City of Calabasas, CA](#)

EXPECTED OUTCOMES AND BENEFITS

- Acquire revenue from sources to enhance the Calabasas Community Services Department programs and facilities.
- Sponsorship is a way of contributing to the community while promoting the sponsor's business and brand awareness.
- Several Calabasas Community Services Department events, programs and amenities may take place in the community because of the sponsor's financial contribution.
- Sponsors will get a "return on sponsorship." The sponsor looks forward to the community becoming familiar with the sponsor and/or its services and becomes a customer through the partnership with the Calabasas Community Services Department
- Sponsorships help to raise awareness of the Calabasas Community Services Department and build its image in the community.
- Events, programs, facilities, plus maintenance of properties and recreation areas will be affordable to the community because of the financial contributions that sponsors can provide to the Calabasas Community Services Department



GUIDING PROCEDURE FOR IMPLEMENTATION AND MANAGEMENT

- The Calabasas Community Services Department will put out annually an ad in the local newspaper to advertise the opportunities for sponsorships for the coming year.
- Seek sponsors directly via a proposal request by staff.
- The Calabasas Community Services Department may put their sponsorships out for auction at an auction event. The following process will be required when Calabasas Community Services Department participates in sponsorship.

PROCESS SUBMIT FOR A SPONSORSHIP PROPOSAL

- All proposals for sponsorship must be submitted in writing on a Sponsorship Proposal form to the Calabasas Community Services Department.
- The Director or her designee will review the proposal and decide on the proposal.
- The Director or her designee will draft a sponsorship agreement. The agreement will include the contract relationship, the term and renewal opportunities; description of the program, facility, property, natural area, or event to be sponsored; description of fees and/or benefits provided to the Calabasas Community Services Department, the marketing rights and benefits provided to the sponsor, termination provisions, and performance measures.
- All sponsorships require payment in advance by the sponsors at the contract signing of the sponsorship agreement made out to the City of Calabasas Community Services Department.
- The Director may use, but is not limited to the following criteria when evaluating a sponsorship proposal; in all cases, the Director will have the prerogative to accept or reject a proposal:
 - Compatibility of the sponsor's products, customers, and promotional goals with the Calabasas Community Services Department's goals.
 - The sponsor's past record of involvement with the Calabasas Community Services Department and other community projects.
 - The timeliness or readiness of the sponsor to enter into an agreement.
 - The actual cash value, or in-kind goods or services of the proposal in relation to the benefit to the sponsor and the Calabasas Community Services Department.
 - Potential community support for or opposition to the proposal.
 - The operating and maintenance costs associated with the proposal on behalf of the Calabasas Community Services Department.
 - The sponsor's record of responsible environmental stewardship.
- All sponsorship activities once approved will be coordinated by the Director.
 - The Director will be responsible for collaborating with staff on making sure the terms of the agreement are followed as outlined and giving aid and advice to staff of the Calabasas Community Services Department and the sponsors.
 - Provide guidance to the sponsor regarding the application of this policy.
 - Review and assist in the development of the sponsorship agreement as requested.
 - Track and report the results and outcomes of the sponsorship agreement as outlined.

- All sponsors will have a responsible party and an executed agreement.
 - Each sponsor involved in the sponsorship will designate a person to be responsible for their portion of the contract and/or agreement.
 - The contract or agreement will outline appropriate terms and timeliness to be implemented by each party.

SPONSORSHIP PRICING POLICY PROCEDURES

Once the proposals have been submitted the staff will evaluate these proposals as outlined.

- Set objectives, baselines, and articulate measurable objectives to be achieved with the sponsorship dollars.
- Know the sponsorship costs both (direct/indirect) and level of cost recovery as it applies to the Calabasas Community Services Department.
- Create a measurement plan and determine what will be measured and what measures will be used to demonstrate the effectiveness of the sponsorship.
- Implement the measurement plan—visibility, communications, and visitor behavior.
- Calculate “return on sponsorship”—analyze, communicate, and revise as needed.
- Meet with the sponsor to review the final contract and expectations with timelines to be completed.
- All promotional pieces developed by the sponsor for their involvement with the Calabasas Community Services Department must be approved in advance before they go public.

EVALUATION OF THE SPONSORSHIP

Once the sponsorship effort has been completed, staff from the Calabasas Community Services Department will meet with the sponsor to review the results and discuss changes that need to occur if appropriate and decide about supporting the next sponsorship effort. The results of the meeting will be presented to the Calabasas Parks, Recreation, and Education Commission.



Recreation Programming Study

City Council - January 24, 2024



Agenda

- ***Community Engagement***
- ***Community Needs***
- ***Community Support***
- ***Recommendations***
- ***Questions***



COMMUNITY ENGAGEMENT

In Person Community Engagement To Date

- 2 Public Meetings.
- 5 External Focus Groups.
- 6 Leadership Interviews – Mayor – City Council - City Management.
- 15 Stakeholder Interviews – PRE, JPA, Agoura Hills staff.
- 2 Focus Groups - Senior Center Advisory Board.
- 1 Focus Group with Teens (Mayor's Youth Council).
- 2 Park, Recreation and Education Commission Meetings.

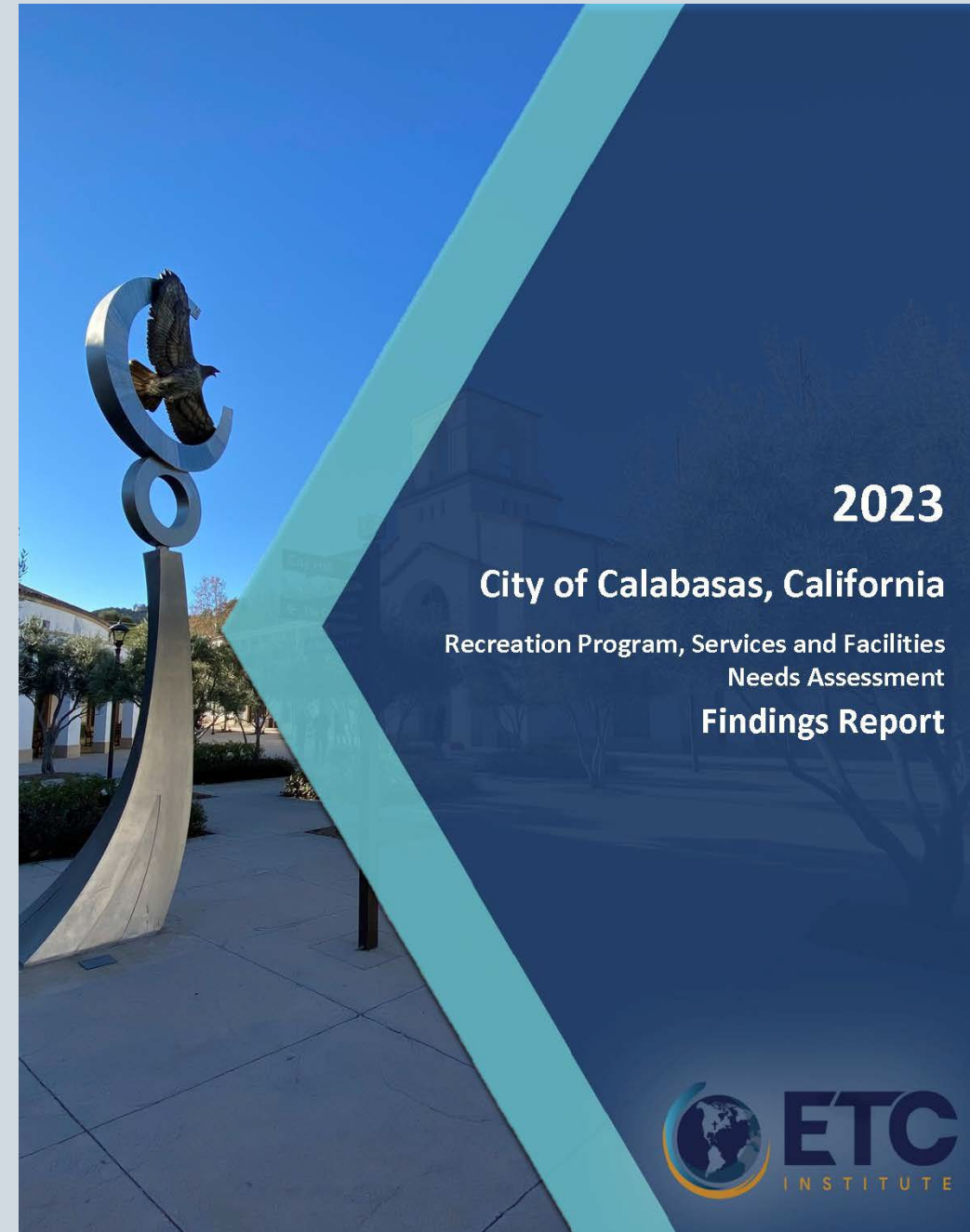


Survey Monkey (Online Only)

- Open ended online only survey – available to residents and non-residents.
- Developed in Partnership with the City.
- Abbreviated version of the Statistically Valid Survey.
- Administered via SurveyMonkey.
- 448 surveys received.
- *Survey Conducted July 7 – August 20.*

Statistically-Valid Survey (SVS)

- Administered by ETC Institute.
- Developed in partnership with the City.
- Calabasas Residents Only.
- Administered by mail/phone/on-line.
- Conducted Spring/Summer 2023.
- Total of **361** completed surveys, 95% level of confidence with a margin of error of +/- 5.1% **(Goal was 350)**.



2023

City of Calabasas, California

Recreation Program, Services and Facilities
Needs Assessment

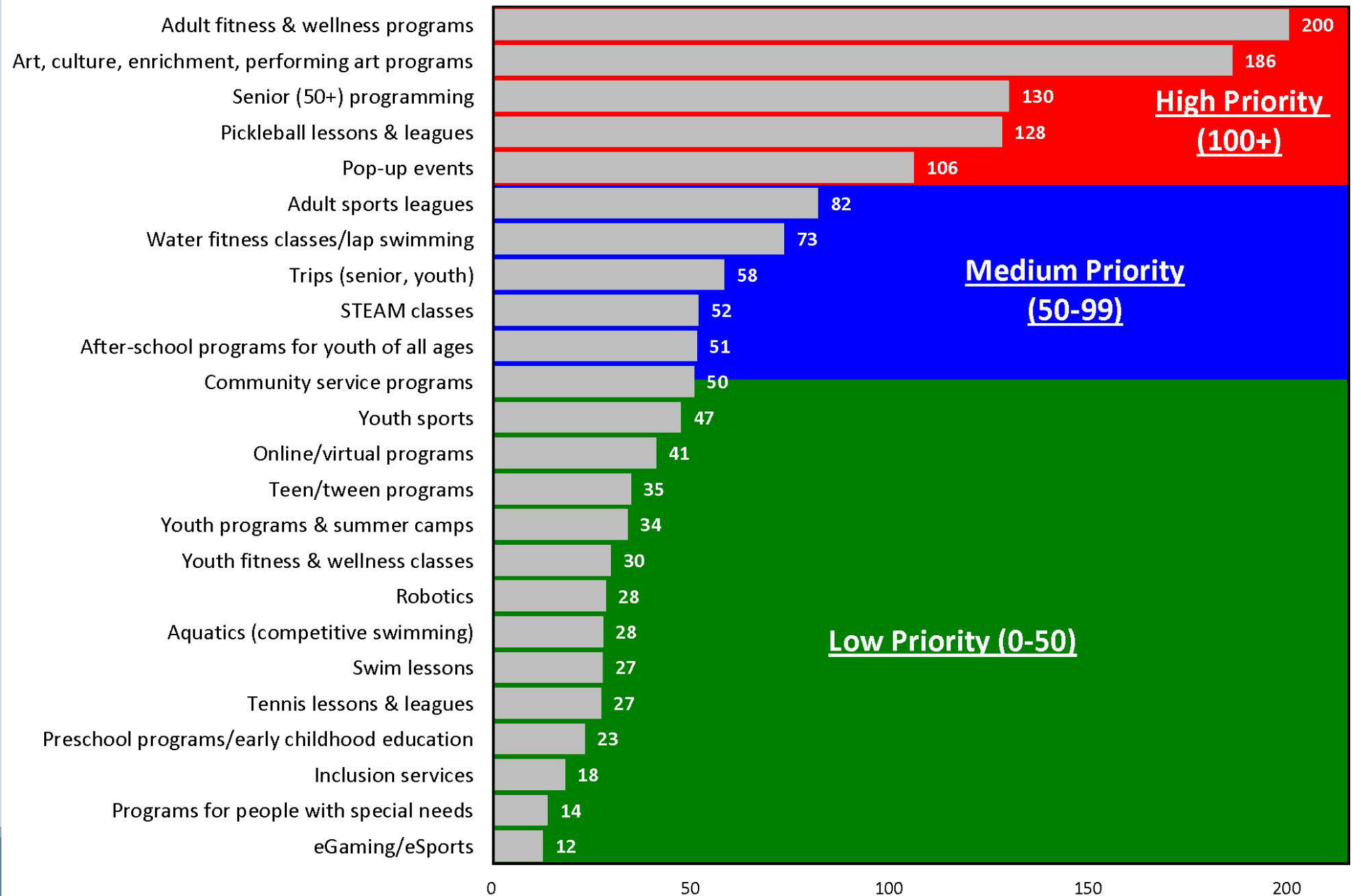
Findings Report





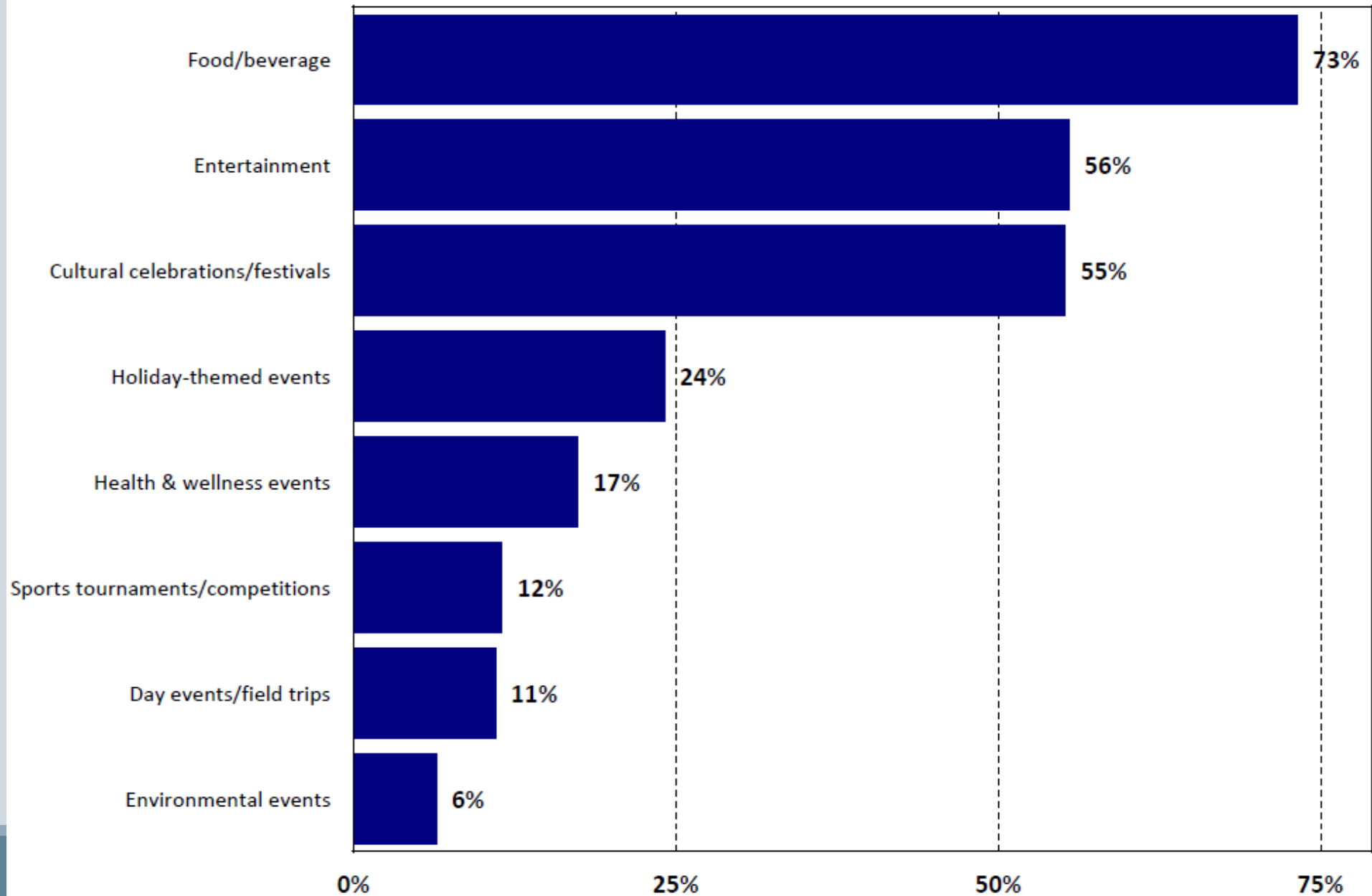
RECREATION PROGRAM NEEDS

Top Priorities for Investment for Programs Based on Priority Investment Rating



Q10. Special Event Concepts Respondents are Most Interested In

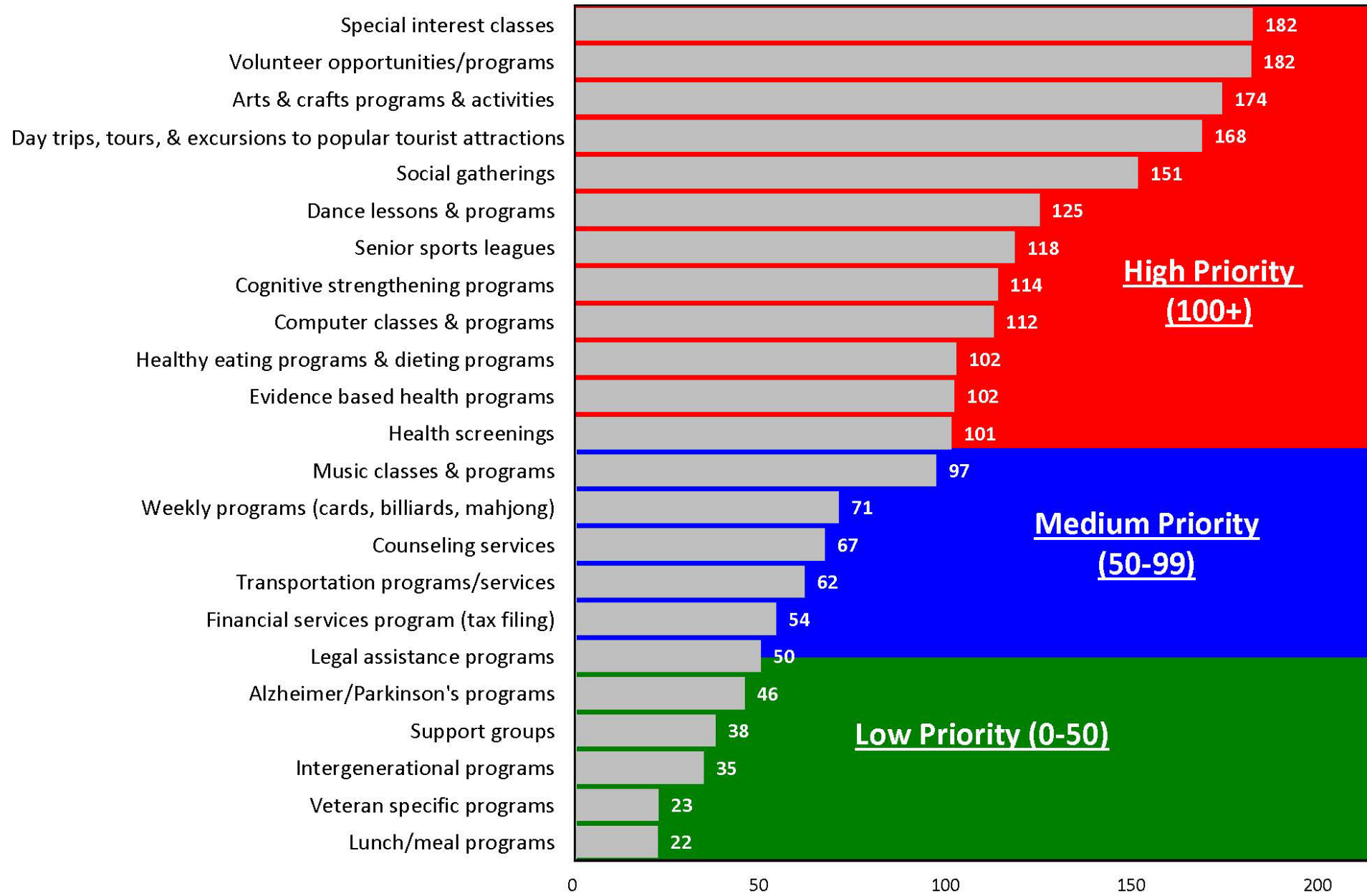
by percentage of respondents





ACTIVE AGING PROGRAM/SERVICE NEEDS

Top Priorities for Investment for Active Aging Programs Based on Priority Investment Rating



Highest Prioritized Programs and Services By Household Type

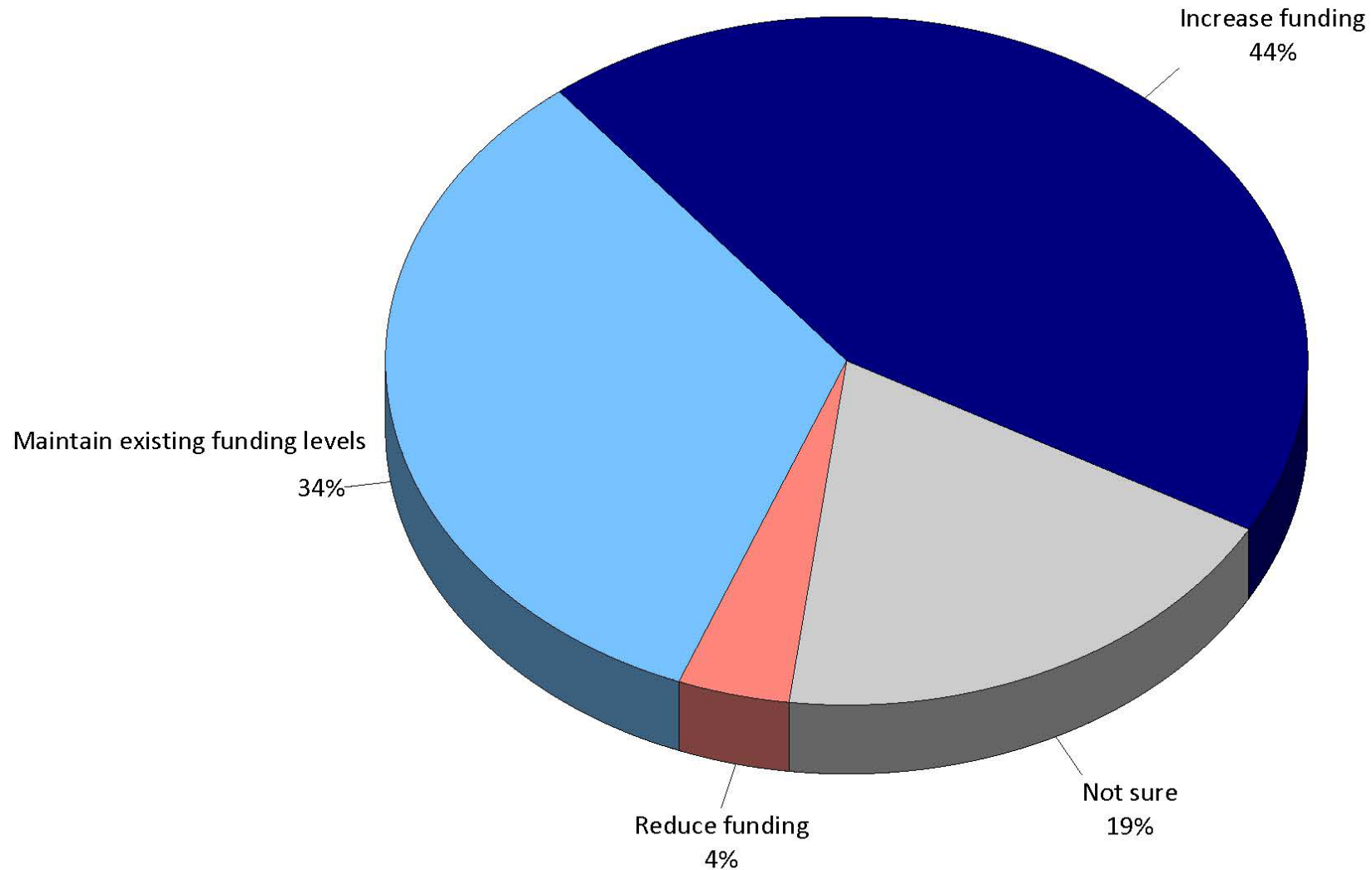
Recreation Program and Service Prioritization by Household Type					
High Priority Programs and Services	City Wide	Households with Young Children Ages 0-9	Households with Teens/Young Adults Children Ages 10-19	Households Young/Middle Age Adults Ages 20-54 NO Children	Households Ages 55+ NO Children
Adult fitness & wellness programs	●	●	●	●	●
Art, culture, enrichment, performing art programs	●	●	●	●	●
Senior (50+) programming	●		●	●	●
Pickleball lessons & leagues	●		●	●	●
Pop-up events	●	●	●	●	
After-school programs for youth of all		●			
Youth sports (leagues, classes,		●			
STEAM (science, technology,		●			
Youth summer camps		●			
Robotics		●			
Swim lessons		●			
Adult sports leagues			●	●	
Teen/tween programs			●		
Water fitness classes/lap swimming			●		



COMMUNITY SUPPORT

Q16. Based on your perception of value, how would you want the City to fund future recreation needs?

by percentage of respondents (excluding "not provided")





RECOMMENDATIONS

Program/Service Location Alignment

PROGRAMS AND SERVICES HIGH MEDIUM NEED	Location to Offer Program							
	Community Center	Park System	Civic Center	De Anza	Founders Hall	Pre School	Senior Center	Tennis and Swim
Adult fitness & wellness programs	X	X		X	X			X
Art, culture, enrichment, performing art programs	X	X	X	X	X		X	X
Senior (50+) programming	X				X		X	
Rentals and reservations	X	X	X	X	X		X	X
Pickleball lessons & leagues (indoors)	X	X		X				X
Pop-up events	X	X	X	X	X		X	X
Adult sports leagues	X	X		X				X
Water fitness classes/lap swimming								X
Trips (senior, youth)	X			X			X	
STEAM Classes	X			X				
After-school programs for youth of all ages	X	X		X				

GENERAL PROGRAM AND SERVICES

- **Expand programs and services** in the areas of **greatest need** to meet customer demand.
- **Expand the partnership/joint use agreement with Las Virgenes Unified School District** to maximize the utilization of taxpayer funded public recreation spaces in Calabasas.
- **Implement** recreation program and operational **standards**.
- **Develop** a formal **volunteer management** policy.
- **Develop** a formal **partnership** policy.

CALABASAS TENNIS AND SWIM CENTER

- **Continue to evaluate the effectiveness of program, service and membership offerings** and adjust in response to community needs, as necessary.
- **Continue to implement the lifecycle replacement capital improvement program.**
- **Continually evaluate the impact that the growth of pickleball participation has on tennis participation in Calabasas.**
 - PLEASE NOTE: Nationally, both sports have gained approximately six million participants since 2017.

CALABASAS SENIOR CENTER - KEY RECOMMENDATIONS

- **Track total annual visitation to the Senior Center** regardless of the purpose of the visit.
- Utilize the needs assessment findings to **develop programs that are of the highest priority** for the active aging population.
- **Seek to achieve 50% annual cost recovery goal.**

CALABASAS SENIOR CENTER - OTHER RECOMMENDATIONS

- **Achieve and maintain 450 active memberships annually.**

CREEKSIDE PARK – CALABASAS KLUBHOUSE PRESCHOOL

- **Re-master plan Creekside Park** with the primary objective of providing Calabasas residents with **greater accessibility to the recreational amenities in the park.**

JUAN BATISTA DE ANZA PARK

- Utilize the needs assessment findings to further **refine program offerings** that are of the highest priority for the community, **focusing primarily on youth (ages 6-12) and special events.**



CALABASAS COMMUNITY CENTER

Projected Community Center Operating Hours

- **Monday – Friday: 6am - 10pm.**
- **Saturday - Sunday: 8:00am - 6:00pm.**
- **100 hours per week.**
- ***Holiday Hours will vary depending upon the holiday from being closed to reduced hours.***

Gymnasium Schedules

- **Gymnasium** will be utilized for both **programming and open use**.
- In addition to Normal Operating Hours, a **separate schedule for the Gymnasium** will be posted and vary based on time of year.

Membership/Daily Admission Includes:

- **Access to all unprogrammed spaces including:**
 - **Fitness center.**
 - **Activity studio.**
 - **Cardio studio.**
 - **Gymnasium.**

- **Access to open sport play including but not limited to:**
 - **Basketball.**
 - **Volleyball.**
 - **Pickleball.**

Core Programs and Services Provided

- **Community Center Management and Administration**
- **Recreation Programs**
- **Customer Service**
- **Facility Rentals**
- **Fitness**
- **Facility Maintenance**
- **Custodial Services**

Pro Forma Revenues & Expenditures

CALABASAS COMMUNITY CENTER
REVENUE MODEL

ACCOUNT TITLE	PERCENT OF TOTAL REVENUE	REVENUES
TOTAL PASS REVENUES	35%	\$436,000.00
TOTAL PROGRAM REVENUES AND PASSES	5%	\$58,500.00
TOTAL FITNESS REVENUES	9%	\$109,220.00
TOTAL GYMNASIUM PROGRAM REVENUES	21%	\$264,440.00
TOTAL GYMNASIUM RENTAL REVENUES	1%	\$16,100.00
TOTAL RENTAL ROOM REVENUES	28%	\$356,295.00
TOTAL CONCESSIONS REVENUES	1%	\$10,000.00
TOTAL REVENUE		\$1,250,555.00

Projected Revenue

Pro Forma Revenues & Expenditures

CALABASAS COMMUNITY CENTER
EXPENDITURE MODEL

ACCOUNT TITLE	PERCENTAGE OF TOTAL COSTS	BUDGET
PERSONNEL SERVICES		
Total	50%	\$689,869.00
SUPPLIES		
Total	36%	\$501,576.25
OTHER SERVICES & CHARGES		
Total	14%	\$206,279.00
TOTAL EXPENSES		\$1,397,724.25

Projected Expenditures

Projected Multigenerational Center Pro Forma

Pro Forma Revenues & Expenditures					
CALABASAS COMMUNITY CENTER					
BASELINE: REVENUES AND EXPENDITURES					
Revenues	1st Year July 1 2024	2nd Year	3rd Year	4th Year	5th Year
Revenue	\$1,250,555.00	\$1,288,071.65	\$1,326,713.80	\$1,366,515.21	\$1,407,510.67
Total	\$1,250,555.00	\$1,288,071.65	\$1,326,713.80	\$1,366,515.21	\$1,407,510.67
Expenditures	1st Year	2nd Year	3rd Year	4th Year	5th Year
Expenditures	\$1,397,724.25	\$1,439,655.98	\$1,482,845.66	\$1,527,331.03	\$1,573,150.96
Total	\$1,397,724.25	\$1,439,655.98	\$1,482,845.66	\$1,527,331.03	\$1,573,150.96
NET PROFIT/LOSS	(\$147,169.25)	(\$151,584.33)	(\$156,131.86)	(\$160,815.81)	(\$165,640.29)
Total Cost Recovery	89%	89%	89%	89%	89%

Summary

- **Maximize use of parks and facilities** by providing programs and services that have been **prioritized by Calabasas residents.**
- **Operational business model will vary from facility to facility.**
- **Program and service needs change and evolve every 3-5 years.**
- **Community Services Department is a best practice organization** that will continue to provide **excellent programs, services, and facility operations.**

QUESTIONS?



CITY of CALABASAS

CITY COUNCIL AGENDA REPORT

DATE: JANUARY 12, 2024

TO: HONORABLE MAYOR AND COUNCILMEMBERS

FROM: KINDON MEIK, CITY MANAGER

BY: MARICELA HERNANDEZ, MMC, CPMC CITY CLERK

SUBJECT: CITY COUNCIL CONSIDERATION OF COUNCIL LIAISONS/EXTERNAL COMMITTEE APPOINTMENTS

MEETING DATE: JANUARY 24, 2024

SUMMARY RECOMMENDATION:

City Council consideration of Council Liaisons/External Committee appointments. Current appointment list has been updated to add a Mayor's Youth Council Taskforce and a Recreation/Youth/Senior Services Taskforce. In addition, the Wireless Services Taskforce has been renamed to Development and Infrastructure Taskforce.

REQUESTED ACTION:

That the City Council consider Council Liaisons/External Committee appointments.

ATTACHMENTS:

Council Liaisons Appointments List

Current Council Liaisons Appointments

Item 7 Attachment

Budget Taskforce	Shapiro Kraut
Commission Procedures/Council Protocols Taskforce	Bozajian Kraut
Economic Development Taskforce	Weintraub Albrecht
Public Safety/Emergency Preparedness Taskforce	Shapiro Weintraub
Open Space/Annexations Taskforce	Bozajian Kraut
School Site Taskforce	Shapiro Weintraub
Homeless Taskforce	Weintraub Kraut
Wireless Service<u>Development and Infrastructure</u> Taskforce	Weintraub Shapiro
Sustainability Taskforce	Shapiro Albrecht
<u>Mayor's Youth Council Taskforce</u>	<u>Mayor</u>
<u>Recreation/Youth/Senior Services Taskforce</u>	

Current Council External Committee Appointments

<u>Agoura Hills/Calabasas Community Center Joint Powers Authority Board</u>	Bozajian Kraut
<u>Calabasas Chamber of Commerce</u>	Bozajian Albrecht
<u>California Contract Cities Association</u>	Bozajian Albrecht
<u>California Joint Powers Insurance Authority</u>	Bozajian Albrecht (Alternate)
<u>Clean Power Alliance</u>	Shapiro Albrecht (Alternate) McConville (Alternate)
<u>Headwaters Corner Interpretive Center Board of Directors</u>	Kraut Albrecht
<u>Las Virgenes – Malibu Council of Governments</u>	Weintraub Shapiro
<u>League of California Cities</u>	Bozajian Kraut
<u>Los Angeles County City Selection Committee</u>	Mayor or designee
<u>Los Angeles County West Vector & Vector-Borne Disease Control District</u>	Bozajian
<u>Santa Monica Mountains Conservancy Advisory Board</u>	Kraut Albrecht (Alternate)
<u>Southern California Association of Governments (SCAG)</u>	Shapiro Weintraub (Alternate)
<u>The Valley Economic Alliance</u>	Shapiro Albrecht (Alternate)
<u>Valley Industry Commerce Association (VICA)</u>	Shapiro Kraut (Alternate)



Check Register Report

Bank: BANK OF AMERICA - CITY OPERATING

Reporting Period: 1/1/2024 to 1/12/2024

Date: 1/11/2024

Time: 1:48:09PM

Page 1 of 9

Check No.	Check Date	Vendor Name	Check Description	Amount	Department
Administrative Services					
118221	1/3/2024	APPLE ONE	TEMP STAFFING-RECEPTIONIST	1,178.00	Administrative Services
118262	1/10/2024	APPLE ONE	TEMP STAFFING RECEPTIONIST	1,178.00	Administrative Services
118231	1/3/2024	COVERED 6 LLC	SECURITY SOTC/SAFETY CONSULT	1,137.50	Administrative Services
118255	1/3/2024	WELLNESSMART	PRE-EMPLOYMENT FINGERPRINTING	124.80	Administrative Services
118286	1/10/2024	MCCONVILLE/MICHAEL//	DEPARTMENT BUSINESS LUNCH	93.26	Administrative Services
Total Amount for 5 Line Item(s) from Administrative Services				\$3,711.56	
City Attorney					
118277	1/10/2024	GREINES, MARTIN, STEIN &	LEGAL MATTERS	26,160.00	City Attorney
118228	1/3/2024	COLANTUONO, HIGHSMITH &	LEGAL SERVICES -0056	22,737.38	City Attorney
118228	1/3/2024	COLANTUONO, HIGHSMITH &	LEGAL SERVICES - 0001	12,439.81	City Attorney
118271	1/10/2024	COUNTY CLERK, CO. OF L.A.	NEW HOME CO.NOTICE OF DECISION	4,126.25	City Attorney
118228	1/3/2024	COLANTUONO, HIGHSMITH &	LEGAL SERVICES - 0059	1,350.00	City Attorney
118228	1/3/2024	COLANTUONO, HIGHSMITH &	LEGAL SERVICES - 0058	300.00	City Attorney
118285	1/10/2024	LIEBERT CASSIDY WHITMORE	HR LEGAL LSERVICES	43.50	City Attorney
Total Amount for 7 Line Item(s) from City Attorney				\$67,156.94	
City Council					
118231	1/3/2024	COVERED 6 LLC	SECURITY PATROL-,MENORAH/REORG	325.00	City Council
118231	1/3/2024	COVERED 6 LLC	SECURITY SOTC/SAFETY CONSULT	227.50	City Council
118306	1/10/2024	WEINTRAUB/ALICIA//	REIMBURSEMENT-CELL PHONE BILL	60.00	City Council
Total Amount for 3 Line Item(s) from City Council				\$612.50	
City Management					
118272	1/10/2024	CRISCOM PUBLIC RELATIONS INC	CONSULTING SERVICES	5,000.00	City Management
Total Amount for 1 Line Item(s) from City Management				\$5,000.00	
Civic Center O&M					
118298	1/10/2024	SOUTHERN CALIFORNIA EDISON	ELECTRIC 11/23-12/23	9,743.82	Civic Center O&M
118298	1/10/2024	SOUTHERN CALIFORNIA EDISON	ELECTRIC 11/23-12/23	7,877.98	Civic Center O&M
118227	1/3/2024	CLIMATEC LLC	HVAC COMPUTER MAINT	1,560.38	Civic Center O&M
118227	1/3/2024	CLIMATEC LLC	HVAC COMPUTER MAINT	1,560.37	Civic Center O&M



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118275	1/10/2024	G & F LIGHTING SUPPLY CO.	LIGHT BULBS	305.51	Civic Center O&M
118275	1/10/2024	G & F LIGHTING SUPPLY CO.	LIGHT BULBS	305.50	Civic Center O&M
118244	1/3/2024	LIFTECH ELEVATOR SERVICES INC	ELEVATOR MAINT 12/23	195.00	Civic Center O&M
118244	1/3/2024	LIFTECH ELEVATOR SERVICES INC	ELEVATOR MAINT 12/23	195.00	Civic Center O&M
118275	1/10/2024	G & F LIGHTING SUPPLY CO.	LIGHT BULBS	179.55	Civic Center O&M
118275	1/10/2024	G & F LIGHTING SUPPLY CO.	LIGHT BULBS	179.54	Civic Center O&M
Total Amount for 10 Line Item(s) from Civic Center O&M				\$22,102.65	

Community Development

118232	1/3/2024	DAPEER, ROSENBLIT & LITVAK	PROSECUTOR	3,330.00	Community Development
118232	1/3/2024	DAPEER, ROSENBLIT & LITVAK	PROSECUTOR	3,199.29	Community Development
118273	1/10/2024	DAPEER, ROSENBLIT & LITVAK	PROSECUTOR	194.40	Community Development
118273	1/10/2024	DAPEER, ROSENBLIT & LITVAK	PROSECUTOR	135.00	Community Development
118253	1/3/2024	VALLEY NEWS GROUP	PUBLIC NOTICES	65.00	Community Development
118232	1/3/2024	DAPEER, ROSENBLIT & LITVAK	PROSECUTOR	15.00	Community Development
Total Amount for 6 Line Item(s) from Community Development				\$6,938.69	

Community Services

118290	1/10/2024	OFFICE SOLUTIONS BUSINESS	OFFICE FURNITURE BALANCE	8,098.04	Community Services
118300	1/10/2024	THORNTON/JOHN PAUL//	INSTRUCTOR-EGYPT/ART	6,468.00	Community Services
118284	1/10/2024	LEMMO/RICHARD//	INSTRUCTOR-BASKETBALL/THEATRE	3,263.40	Community Services
118298	1/10/2024	SOUTHERN CALIFORNIA EDISON	ELECTRIC 11/23-12/23	3,109.73	Community Services
118235	1/3/2024	FACILITRON, INC.	FACILITY RESERVATION LVUSD	2,460.09	Community Services
118263	1/10/2024	AT&T	TELEPHONE-C COM CTR 9391056202	2,017.01	Community Services
118292	1/10/2024	PHILLIPS/PEGGY//	HOLIDAY EVENT	2,000.00	Community Services
118221	1/3/2024	APPLE ONE	TEMP STAFFING-ADMIN EXEC ASST	1,610.00	Community Services
118281	1/10/2024	KOBLICK/WENDY SUE//	INSTRUCTOR-ACRYLIC	1,575.08	Community Services
118262	1/10/2024	APPLE ONE	TEMP STAFFING-ADMIN EXEC ASST	1,472.00	Community Services
118288	1/10/2024	MONAHAN/ANN//	INSTRUCTOR-DANCE/YOGA	1,468.60	Community Services
118298	1/10/2024	SOUTHERN CALIFORNIA EDISON	ELECTRIC 11/23-12/23	1,406.55	Community Services
118301	1/10/2024	ULTIMATE EXPOSURES, INC.	YOUTH B-BALL PICTURES BAL	1,394.62	Community Services
118281	1/10/2024	KOBLICK/WENDY SUE//	INSTRUCTOR-CANASTA	1,295.76	Community Services
118259	1/3/2024	YESAYAN/ZAVEN//	YOUTH BASKETBALL OFFICIAL	960.00	Community Services
118245	1/3/2024	MESA ENERGY SYSTEMS INC	EMERGENCY MAINT	810.00	Community Services
118263	1/10/2024	AT&T	MONTHLY SVC 9391081396	639.15	Community Services
118238	1/3/2024	GROSSMAN/BEVEN//	YOUTH BASKETBALL OFFICIAL	600.00	Community Services



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118236	1/3/2024	G & F LIGHTING SUPPLY CO.	CREEKSIDE/DEANZA LIGHTS	554.16	Community Services
118264	1/10/2024	AZTECA LANDSCAPE	LANDSCAPE 12/23	450.00	Community Services
118266	1/10/2024	BENDAVID/MICHAEL//	INSTRUCTOR-COUNTRY LINE	436.81	Community Services
118241	1/3/2024	ISLER/FLETCHER E.//	YOUTH BASKETBALL OFFICIAL	400.00	Community Services
118278	1/10/2024	HATFIELD/CAROLINE//	INSTRUCTOR-CHI	381.50	Community Services
118278	1/10/2024	HATFIELD/CAROLINE//	INSTRUCTOR-CHI DE ANZA	381.50	Community Services
118242	1/3/2024	ISRAEL/BOB//	YOUTH BASKETBALL OFFICIAL	360.00	Community Services
118219	1/3/2024	ALLEN/HARVEY//	YOUTH BASKETBALL OFFICIAL	360.00	Community Services
118234	1/3/2024	DEPARTMENT OF JUSTICE	FINGERPRINTS	297.00	Community Services
118240	1/3/2024	IMBER/LINDSAY//	YOUTH BASKETBALL OFFICIAL	240.00	Community Services
118239	1/3/2024	HINES/LEONARDO//	YOUTH BASKETBALL OFFICIAL	240.00	Community Services
118304	1/10/2024	VERGUN/SHANNON JANNETTE//	INSTRUCTOR-ZUMBA	237.65	Community Services
118280	1/10/2024	INNER-I ...SECURITY IN FOCUS	ALARM MONITORING DE ANZA	162.00	Community Services
118302	1/10/2024	UNITED SITE SERVICES OF CA INC	BARK PARK RESTROOMS	161.90	Community Services
118270	1/10/2024	CLARK PEST CONTROL	PEST CONTROL CREEKSIDE	158.00	Community Services
118220	1/3/2024	ANIMAL & INSECT PEST MGMT INC	PEST CONTROL	134.46	Community Services
118220	1/3/2024	ANIMAL & INSECT PEST MGMT INC	PEST CONTROL	134.46	Community Services
118257	1/3/2024	WHITE/DAVID//	YOUTH BASKETBALL OFFICIAL	120.00	Community Services
118270	1/10/2024	CLARK PEST CONTROL	PEST CONTROL DE ANZA	117.00	Community Services
118280	1/10/2024	INNER-I ...SECURITY IN FOCUS	CONTRACT SERVICES	96.00	Community Services
118280	1/10/2024	INNER-I ...SECURITY IN FOCUS	ALARM MONITORING CREEKSIDE	81.00	Community Services
118252	1/3/2024	TEMPLE/BRET//	YOUTH BASKETBALL OFFICIAL	80.00	Community Services
118274	1/10/2024	DEPARTMENT OF JUSTICE	FINGERPRINTING	77.00	Community Services
118297	1/10/2024	SIMMONS/NEILL//	INSTRUCTOR-RING OF FIRE/ECLIPS	38.50	Community Services
Total Amount for 42 Line Item(s) from Community Services				\$46,346.97	

Finance

118293	1/10/2024	ROBERT HALF INC	TEMP STAFF- ACCTG SPVSR	4,612.80	Finance
118293	1/10/2024	ROBERT HALF INC	TEMP STAFF- ACCTG SPVSR	4,612.80	Finance
118293	1/10/2024	ROBERT HALF INC	TEMP STAFF- ACCTG SPVSR	2,306.40	Finance
Total Amount for 3 Line Item(s) from Finance				\$11,532.00	

Library

118224	1/3/2024	BIBLIOTHECA, LLC	CLOUDLINK SUBSCRIP 12/23-12/24	3,000.00	Library
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	196.24	Library
118287	1/10/2024	MIDWEST TAPE, LLC	DVDS	150.78	Library



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118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	139.65	Library
118280	1/10/2024	INNER-I ...SECURITY IN FOCUS	ALARM MONITORING 01/24-03/24	96.00	Library
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	94.64	Library
118223	1/3/2024	BAKER & TAYLOR, LLC	BOOKS	71.30	Library
118223	1/3/2024	BAKER & TAYLOR, LLC	BOOKS	69.85	Library
118267	1/10/2024	BLACKSTONE PUBLISHING	DVDS	44.60	Library
118269	1/10/2024	CANON SOLUTIONS AMERICA, INC	PRINTER USAGE - LIBRARY STF	41.41	Library
118269	1/10/2024	CANON SOLUTIONS AMERICA, INC	PRINTER USAGE - LIBRARY	40.05	Library
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	33.59	Library
118223	1/3/2024	BAKER & TAYLOR, LLC	BOOKS	31.59	Library
118223	1/3/2024	BAKER & TAYLOR, LLC	BOOKS	30.48	Library
118223	1/3/2024	BAKER & TAYLOR, LLC	BOOKS	29.50	Library
118223	1/3/2024	BAKER & TAYLOR, LLC	BOOKS	25.72	Library
118223	1/3/2024	BAKER & TAYLOR, LLC	BOOKS	17.58	Library
118223	1/3/2024	BAKER & TAYLOR, LLC	BOOKS	16.93	Library
118223	1/3/2024	BAKER & TAYLOR, LLC	BOOKS	13.78	Library
Total Amount for 19 Line Item(s) from Library				\$4,143.69	

LMD #22

118218	1/3/2024	ALL TERRAIN LANDSCAPING INC	LANDSCAPE MAINT	27,125.95	LMD #22
118249	1/3/2024	PARKWOOD LANDSCAPE MAINTENANCE	LANDSCAPE MAINT	26,906.00	LMD #22
118296	1/10/2024	SGD ENTERPRISES	LANDSCAPE MAINT	12,283.33	LMD #22
118303	1/10/2024	VENCO WESTERN, INC.	LANDSCAPE MAINT	10,707.35	LMD #22
118261	1/10/2024	AMERICAN HERITAGE LANDSCAPE LP	LANDSCAPE MAINT	8,381.67	LMD #22
118289	1/10/2024	OAK PARK CALABASAS HOA	LAND MAIN.REFURB/IRIGATION REP	7,800.00	LMD #22
118261	1/10/2024	AMERICAN HERITAGE LANDSCAPE LP	LANDSCAPE MAINT	5,000.00	LMD #22
118261	1/10/2024	AMERICAN HERITAGE LANDSCAPE LP	LANDSCAPE MAINT	4,994.22	LMD #22
118261	1/10/2024	AMERICAN HERITAGE LANDSCAPE LP	LANDSCAPE MAINT	4,343.79	LMD #22
118289	1/10/2024	OAK PARK CALABASAS HOA	LAND MAIN.REFURB/IRIGATION REP	4,055.05	LMD #22
118289	1/10/2024	OAK PARK CALABASAS HOA	LAND MAIN.REFURB/IRIGATION REP	3,800.47	LMD #22
118237	1/3/2024	GAZAN/ROBERT SHANE//	BRUSH CLEARANCE	3,400.00	LMD #22
118256	1/3/2024	WESTRIDGE CALABASAS HOA	TREE TRIMMING	2,915.00	LMD #22
118237	1/3/2024	GAZAN/ROBERT SHANE//	BRUSH CLEARANCE	2,700.00	LMD #22
118261	1/10/2024	AMERICAN HERITAGE LANDSCAPE LP	LANDSCAPE MAINT	2,634.67	LMD #22
118303	1/10/2024	VENCO WESTERN, INC.	LANDSCAPE REFURB	1,216.60	LMD #22
118249	1/3/2024	PARKWOOD LANDSCAPE MAINTENANCE	IRRIGATION REPAIR	882.19	LMD #22
118298	1/10/2024	SOUTHERN CALIFORNIA EDISON	ELECTRIC 11/23-12/23	837.88	LMD #22



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118298	1/10/2024	SOUTHERN CALIFORNIA EDISON	ELECTRIC 11/23-12/23	689.81	LMD #22
118303	1/10/2024	VENCO WESTERN, INC.	PEST ABATMEMENT	589.00	LMD #22
118298	1/10/2024	SOUTHERN CALIFORNIA EDISON	ELECTRIC 11/23-12/23	543.53	LMD #22
118261	1/10/2024	AMERICAN HERITAGE LANDSCAPE LP	IRRIGATION REPAIR	527.44	LMD #22
118298	1/10/2024	SOUTHERN CALIFORNIA EDISON	ELECTRIC 11/23-12/23	271.65	LMD #22
118298	1/10/2024	SOUTHERN CALIFORNIA EDISON	ELECTRIC	200.41	LMD #22
118298	1/10/2024	SOUTHERN CALIFORNIA EDISON	ELECTRIC 11/23-12/23	197.47	LMD #22
118254	1/3/2024	VENCO WESTERN, INC.	IRRIGATION REPAIR	177.80	LMD #22
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	35.89	LMD #22
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	23.67	LMD #22
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	17.31	LMD #22
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	5.70	LMD #22
Total Amount for 30 Line Item(s) from LMD #22				\$133,263.85	
<u>LMD #24</u>					
118298	1/10/2024	SOUTHERN CALIFORNIA EDISON	ELECTRIC 11/23-12/23	115.05	LMD #24
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	10.77	LMD #24
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	7.10	LMD #24
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	5.19	LMD #24
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	1.71	LMD #24
Total Amount for 5 Line Item(s) from LMD #24				\$139.82	
<u>LMD #27</u>					
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	3.59	LMD #27
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	2.36	LMD #27
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	1.73	LMD #27
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	0.57	LMD #27
Total Amount for 4 Line Item(s) from LMD #27				\$8.25	
<u>LMD 22 - Common Benefit Area</u>					
118226	1/3/2024	CLEAN LAKES INC	LAKE MAINT	22,769.69	LMD 22 - Common Benefit Area
118283	1/10/2024	LAS VIRGENES MUNICIPAL WATER	WATER 11/23-12/23	9,268.36	LMD 22 - Common Benefit Area
118261	1/10/2024	AMERICAN HERITAGE LANDSCAPE LP	LANDSCAPE MAINT	8,960.07	LMD 22 - Common Benefit Area
118261	1/10/2024	AMERICAN HERITAGE LANDSCAPE LP	LANDSCAPE MAINT	8,610.25	LMD 22 - Common Benefit Area
118261	1/10/2024	AMERICAN HERITAGE LANDSCAPE LP	LANDSCAPE MAINT	7,120.32	LMD 22 - Common Benefit Area



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118261	1/10/2024	AMERICAN HERITAGE LANDSCAPE LP	IRRIGATION REPAIR	4,160.00	LMD 22 - Common Benefit Area
118261	1/10/2024	AMERICAN HERITAGE LANDSCAPE LP	LANDSCAPE MAINT	3,416.15	LMD 22 - Common Benefit Area
118261	1/10/2024	AMERICAN HERITAGE LANDSCAPE LP	IRRIGATION REPAIR	2,080.00	LMD 22 - Common Benefit Area
118298	1/10/2024	SOUTHERN CALIFORNIA EDISON	ELECTRIC 11/23-12/23	1,935.71	LMD 22 - Common Benefit Area
118261	1/10/2024	AMERICAN HERITAGE LANDSCAPE LP	LANDSCAPE REFURB	1,260.00	LMD 22 - Common Benefit Area
118231	1/3/2024	COVERED 6 LLC	SECURITY PATROL-,MENORAH/REORG	585.00	LMD 22 - Common Benefit Area
118298	1/10/2024	SOUTHERN CALIFORNIA EDISON	ELECTRIC 11/23-12/23	508.62	LMD 22 - Common Benefit Area
118298	1/10/2024	SOUTHERN CALIFORNIA EDISON	ELECTRIC 11/23-12/23	506.22	LMD 22 - Common Benefit Area
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	39.50	LMD 22 - Common Benefit Area
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	27.29	LMD 22 - Common Benefit Area
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	19.05	LMD 22 - Common Benefit Area
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	6.51	LMD 22 - Common Benefit Area
Total Amount for 17 Line Item(s) from LMD 22 - Common Benefit Area				\$71,272.74	

Media Operations

118233	1/3/2024	DELL MARKETING L.P.	DELL MONITOR	2,626.89	Media Operations
118299	1/10/2024	T-MOBILE USA INC	CITY CELL PHONES	1,704.19	Media Operations
118222	1/3/2024	AT&T	TELEPHONE SERVICE 12/23-01/24	594.52	Media Operations
118268	1/10/2024	BURRIS/ROBERT//	CONTRACTUAL SERVICES	550.00	Media Operations
118299	1/10/2024	T-MOBILE USA INC	CITY CELL PHONES	220.95	Media Operations
118299	1/10/2024	T-MOBILE USA INC	CITY CELL PHONES	220.95	Media Operations
118294	1/10/2024	RUSSO/MICHAEL//	REIMBURS TRAVEL EXP-NATOA MTG	157.00	Media Operations

Total Amount for 7 Line Item(s) from Media Operations **\$6,074.50**

Non-Departmental - Finance

118250	1/3/2024	SECURAL SECURITY CORP	PARKING ENFORCEMENT SERVICES	4,279.63	Non-Departmental - Finance
118250	1/3/2024	SECURAL SECURITY CORP	PARKING ENFORCEMENT 12/23	4,279.63	Non-Departmental - Finance
118229	1/3/2024	CONEJO AWARDS	NAME PLATES	533.66	Non-Departmental - Finance
118269	1/10/2024	CANON SOLUTIONS AMERICA, INC	PRINTER USAGE - LMD	441.85	Non-Departmental - Finance
118269	1/10/2024	CANON SOLUTIONS AMERICA, INC	PRINTER USAGE - CH	238.89	Non-Departmental - Finance
118269	1/10/2024	CANON SOLUTIONS AMERICA, INC	PRINTER USAGE - SR CTR	115.76	Non-Departmental - Finance
118269	1/10/2024	CANON SOLUTIONS AMERICA, INC	PRINTER USAGE -B&S	69.55	Non-Departmental - Finance
118269	1/10/2024	CANON SOLUTIONS AMERICA, INC	PRINTER USAGE - DEANZA	29.60	Non-Departmental - Finance

Total Amount for 8 Line Item(s) from Non-Departmental - Finance **\$9,988.57**



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Payroll					
118248	1/3/2024	P&A ADMINISTRATIVE SVCS INC	2024 RETIREE MEDICAL BENEFITS	96,752.28	Payroll
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	1,956.49	Payroll
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	1,330.78	Payroll
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	943.86	Payroll
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	320.03	Payroll
Total Amount for 5 Line Item(s) from Payroll				\$101,303.44	
Police / Fire / Safety					
118282	1/10/2024	L.A. CO. SHERIFF'S DEPT.	VIEWPOINT SPECIAL EVENTS 11/23	6,612.40	Police / Fire / Safety
Total Amount for 1 Line Item(s) from Police / Fire / Safety				\$6,612.40	
Public Works					
118283	1/10/2024	LAS VIRGENES MUNICIPAL WATER	WATER 11/23-12/23	3,331.68	Public Works
118237	1/3/2024	GAZAN/ROBERT SHANE//	BRUSH CLEARANCE	2,900.00	Public Works
118243	1/3/2024	ISSAKHANI/MARINA//	CONTRACTUAL SERVICES	2,280.00	Public Works
118230	1/3/2024	COUNTY OF LOS ANGELES	INDUSTRIAL WASTE INSPECTIONS	1,955.76	Public Works
118237	1/3/2024	GAZAN/ROBERT SHANE//	BRUSH CLEARANCE	1,900.00	Public Works
118246	1/3/2024	NEWBURY PARK TREE SERVICE INC	TREE TRIMMING	1,675.00	Public Works
118258	1/3/2024	WILLDAN ASSOCIATES INC.	CONTRACTUAL SERVICES	1,625.00	Public Works
118221	1/3/2024	APPLE ONE	TEMP STAFFING-ADMIN	1,508.80	Public Works
118221	1/3/2024	APPLE ONE	TEMP STAFFING-ADMIN	1,472.00	Public Works
118221	1/3/2024	APPLE ONE	TEMP STAFFING-ADMIN	1,472.00	Public Works
118221	1/3/2024	APPLE ONE	TEMP STAFFING-ADMIN	1,472.00	Public Works
118221	1/3/2024	APPLE ONE	TEMP STAFFING-ADMIN	1,472.00	Public Works
118221	1/3/2024	APPLE ONE	TEMP STAFFING-ADMIN	1,472.00	Public Works
118221	1/3/2024	APPLE ONE	TEMP STAFFING-ADMIN	1,472.00	Public Works
118221	1/3/2024	APPLE ONE	TEMP STAFFING-ADMIN	1,472.00	Public Works
118221	1/3/2024	APPLE ONE	TEMP STAFFING-ADMIN	1,472.00	Public Works
118221	1/3/2024	APPLE ONE	TEMP STAFFING-ADMIN	1,177.60	Public Works
118221	1/3/2024	APPLE ONE	TEMP STAFFING-ADMIN	938.40	Public Works
118221	1/3/2024	APPLE ONE	TEMP STAFFING-ADMIN	883.20	Public Works
118258	1/3/2024	WILLDAN ASSOCIATES INC.	REC ACCT 23-06	475.00	Public Works
118237	1/3/2024	GAZAN/ROBERT SHANE//	BRUSH CLEARANCE	350.00	Public Works
118283	1/10/2024	LAS VIRGENES MUNICIPAL WATER	WATER 11/23-12/23	343.02	Public Works
118298	1/10/2024	SOUTHERN CALIFORNIA EDISON	ELECTRIC 11/23-12/23	135.64	Public Works
118258	1/3/2024	WILLDAN ASSOCIATES INC.	CONTRACT SUPPORT	23.75	Public Works
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	11.36	Public Works



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118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	7.18	Public Works
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	5.48	Public Works
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	4.10	Public Works
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	2.76	Public Works
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	2.69	Public Works
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	2.59	Public Works
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	1.98	Public Works
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	1.87	Public Works
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	1.81	Public Works
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	1.73	Public Works
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	1.33	Public Works
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	1.24	Public Works
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	0.65	Public Works
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	0.45	Public Works
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	0.44	Public Works

Total Amount for 38 Line Item(s) from Public Works

\$30,382.51

Recoverable / Refund / Liability

118291	1/10/2024	P&A ADMINISTRATIVE SVCS INC	FSA HEALTH	500.00	Recoverable / Refund / Liability
118291	1/10/2024	P&A ADMINISTRATIVE SVCS INC	MONTHLY ADMIN FEE 01/24	67.50	Recoverable / Refund / Liability
118276	1/10/2024	GMZ ENGINEERING, INC.	PROG/RET OLD TROPANGA/MULHOLL	-13,433.86	Recoverable / Refund / Liability

Total Amount for 3 Line Item(s) from Recoverable / Refund / Liability

\$-12,866.36

Tennis & Swim Center

118247	1/3/2024	OUT-FIT	GLUTE FITNESS MACHINE	4,544.54	Tennis & Swim Center
118298	1/10/2024	SOUTHERN CALIFORNIA EDISON	ELECTRIC 11/23-12/23	3,524.22	Tennis & Swim Center
118279	1/10/2024	IAM PACIFIC WELLNESS	FITNESS REPAIRS	2,900.45	Tennis & Swim Center
118279	1/10/2024	IAM PACIFIC WELLNESS	FITNESS REPAIRS	1,097.06	Tennis & Swim Center
118270	1/10/2024	CLARK PEST CONTROL	PEST CONTROL 11/23-12/23	684.00	Tennis & Swim Center
118298	1/10/2024	SOUTHERN CALIFORNIA EDISON	ELECTRIC 11/23-12/23	627.40	Tennis & Swim Center
118305	1/10/2024	WATERLINE TECHNOLOGIES INC	POOL CHEMICALS	329.60	Tennis & Swim Center
118279	1/10/2024	IAM PACIFIC WELLNESS	FITNESS MAINT	275.00	Tennis & Swim Center
118279	1/10/2024	IAM PACIFIC WELLNESS	FITNESS MAINT	275.00	Tennis & Swim Center
118279	1/10/2024	IAM PACIFIC WELLNESS	FITNESS REPAIRS	258.03	Tennis & Swim Center
118305	1/10/2024	WATERLINE TECHNOLOGIES INC	POOL CHEMICALS	252.81	Tennis & Swim Center
118295	1/10/2024	SECURAL SECURITY CORP	SECURITY 12/23	222.36	Tennis & Swim Center



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118280	1/10/2024	INNER-I ...SECURITY IN FOCUS	ALARM 01/24-03/24	81.00	Tennis & Swim Center
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	67.84	Tennis & Swim Center
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	46.34	Tennis & Swim Center
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	32.71	Tennis & Swim Center
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	11.15	Tennis & Swim Center
118283	1/10/2024	LAS VIRGENES MUNICIPAL WATER	WATER 11/23	3.75	Tennis & Swim Center
Total Amount for 18 Line Item(s) from Tennis & Swim Center				\$15,233.26	

Transportation

118276	1/10/2024	GMZ ENGINEERING, INC.	PROG/RET OLD TROPANGA/MULHOLL	268,677.29	Transportation
118260	1/3/2024	YUNEX LLC	TRAFFIC SIGNAL MAINT	3,888.00	Transportation
118260	1/3/2024	YUNEX LLC	TRAFFIC SIGNAL MAINT	2,765.50	Transportation
118298	1/10/2024	SOUTHERN CALIFORNIA EDISON	ELECTRIC 11/23-12/23	1,328.82	Transportation
118298	1/10/2024	SOUTHERN CALIFORNIA EDISON	ELECTRIC 11/23-12/23	863.55	Transportation
118225	1/3/2024	CF UNITED LLC	PUBLIC TRANSIT FUEL 11/23	639.27	Transportation
118251	1/3/2024	STATE WATER RESOURCES CONTROL	OLD TOPANGA/MULHOLLAND	600.00	Transportation
118230	1/3/2024	COUNTY OF LOS ANGELES	TRAFFIC SIGNAL/ELECTRICAL	29.38	Transportation
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	13.50	Transportation
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	13.50	Transportation
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	10.07	Transportation
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	10.07	Transportation
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	6.56	Transportation
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	6.51	Transportation
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	2.42	Transportation
118265	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	2.42	Transportation
Total Amount for 16 Line Item(s) from Transportation				\$278,856.86	

GRAND TOTAL for 248 Line Items

\$807,814.84



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Check No.	Check Date	Vendor Name	Check Description	Amount	Department
Tennis & Swim Center					
14763	1/10/2024	SOUTHERN CALIFORNIA EDISON	ELECTRIC 11/23-12/23	3,524.23	Tennis & Swim Center
14761	1/10/2024	MCCALLA COMPANY	JANITORIAL SUPPLIES	1,303.44	Tennis & Swim Center
14762	1/10/2024	PHILIDELPHIA INSURANCE	LIABILITY INSURANCE TS	1,136.67	Tennis & Swim Center
14759	1/10/2024	ICW GROUP	WORKERS COMP INS 12/23-1/23	1,064.33	Tennis & Swim Center
14758	1/10/2024	COLLINS COMPANY	TENNIS EQUIPMENT	815.77	Tennis & Swim Center
14757	1/10/2024	CANON SOLUTIONS AMERICA, INC	PRINTER USAGE	236.98	Tennis & Swim Center
14761	1/10/2024	MCCALLA COMPANY	JANITORIAL SUPPLIES	63.25	Tennis & Swim Center
14756	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	11.47	Tennis & Swim Center
14756	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	8.30	Tennis & Swim Center
14756	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	5.53	Tennis & Swim Center
14760	1/10/2024	LAS VIRGENES MUNICIPAL WATER	WATER- 11/23	3.75	Tennis & Swim Center
14756	1/10/2024	BCC	LIFE/DISABILITY INS 12/23	2.00	Tennis & Swim Center
Total Amount for 12 Line Item(s) from Tennis & Swim Center				\$8,175.72	
GRAND TOTAL for 12 Line Items				\$8,175.72	

Future Agenda/Information Items

No.	31-Jan-24	Agenda Section	Department
1	Contract award for lifeguard RFP	Consent	CS
2	City Council Protocols	Continued Business	CM
3	Strategic Priorities/2024 Work Plan	Continued Business	CM
No.	14-Feb-24	Agenda Section	Department
1	Earthquake Insurance	New Business	FIN
2	Traffic Thresholds	Continued Business	PW

Staff Driven Agenda Items

No.	Future Meetings	Agenda Section	Department
1	Fire Department Update	Presentation	CC
2	Employee service awards	Presentation	AS
3	Mid-year budget review	New Business	FIN
4	Adoption of LMD/LLAD Resolutions	Consent	PW
5	Budget workshop	New Business	FIN
6	City Council meeting calendar	Consent	CC
7	Microtransit Program	Continued Business	PW
8	Adoption of election Resolutions	Consent	CC
9	Budget adoption	Public Hearing	FIN
10	Conflict of Interest Code update	Consent	CC
11	Adoption of election certification Resolution	New Business	CC
12	Broadband project update	Continued Business	COMMS

City Council Future Agenda Items Prioritization

No.	Group A	Legislative Body/Taskforce	Agenda Section	Department
1	Public Safety evacuation routes and HOA gates review/analysis/coordination	Public Safety Commission	New Business	Public Safety
2	Ordinance adding Chapter 5.22 – Provision of Security by Commercial Retailers to the Calabasas Municipal Code	Public Safety Taskforce/City Council	New Business	Public Safety
3	Discussion about having a full-time security guard stationed at the Calabasas Civic Center	City Council	New Business	Public Safety
4	Discussion regarding a lobbyist/grant writer	City Council	New Business	CM
5	Calendar of special events (teen activities/ CicLAVia)	City Council/PRE/MYC/City Council	New Business	CS
6	Solar panel and battery backup assessment at City facilities	Budget Taskforce	New Business	CM
7	Tennis & Swim Center operations update	City Council	New Business	CS

Future Agenda/Information Items

City Council Future Agenda Items Prioritization				
No.	Group B	Legislative Body/Taskforce	Agenda Section	Department
1	Report on options on of increasing enforcement of the CMC, including City to prosecute violations of the law to include use of the City Prosecutor	City Attorney	New Business	CA
2	Discussion regarding gun violence prevention	Public Safety Taskforce	New Business	Public Safety
3	City Legislative Platform	City Council	New Business	CM
4	Environmental Commission recommendation recognition program for sustainable properties and Green Business Program	Environmental Commission (in progress)	Cont'd Business	PW
5	Business license/registry discussion	City Council for initial discussion	New Business	Comm. Dev.
6	Council discussion of a potential transaction and use (sales) tax	City Council	New Business	CM
7	Council position on California Business Roundtable Initiative on November 2024 ballot	City Attorney (Supreme Court decision expected by February)	New Business	CA

No.	Group C	Legislative Body/Taskforce	Agenda Section	Department
1	Discussion or presentation on ways to deter catalytic converter thefts; review state laws. Encourage catalytic converter edging	Public Safety Taskforce	New Business	Public Safety
2	Development Code update regarding green LEED standards	Environmental Commission/Planning Commission	New Business	PW
3	Roundabout at the intersection of Las Virgenes Road and Thousand Oaks Blvd.	Special, when it comes back	Cont'd Business	PW
4	Formation of a water taskforce on equitable access to water	Work with LVMWD and Mayor pro Tem Kraut		
5	Green Procurement Policy recommendation from Planning/Environmental Commissions	Pause for Enviromental Manager	Cont'd Business	PW

No.	2023 Strategic Priorities' Status	
1	Identify potential real property acquisitions for the purposes of future parkland or open space designation.	In progress
2	Develop a Water Resilience Plan outlining strategies to increase the City's drought preparedness, local water self-reliance, and planting of native vegetation (including milkweed for Monarch Butterfly habitats).	Complete
3	Create an economic development plan to attract businesses, fill vacant properties, and promote advantages of conducting business in Calabasas.	In progress
4	Conduct a feasibility study regarding the stationing of cell towers on publicly owned sites to expand coverage areas.	In progress
5	Review Los Angeles Sheriff Departments services and consider opportunities to realign funding and services, with specific focus on open space break-ins, HOA/neighborhood watch coordination, and remediation of street racing.	Complete

Future Agenda/Information Items

6	Develop a City Readiness & Education Initiative for Earthquake and Fire emergencies. Support home hardening programs, fire safe councils, and emergency equipment procurement.	In progress
7	Reopen the Calabasas Community Center.	In progress
8	Conduct feasibility study of adding basketball courts, soccer fields, or skate parks to improve recreation programs and opportunities for teenagers.	In progress
9	Upgrade playground equipment, trails, and pathways at City parks.	In progress
10	Complete a full and permanent build out of Wild Walnut Park to include a dog and children's park.	In progress
11	Complete annexation of Craftsman's Corner. Develop a plan to annex other properties within the City's sphere of influence.	In progress
12	Provide options that allow for the relief of traffic congestion within the City.	In progress

2024 Meeting Dates	
31-Jan - Special	24-Jul - Canceled
14-Feb	14-Aug
28-Feb	28-Aug
13-Mar	11-Sep
27-Mar	25-Sep
10-Apr	9-Oct
24-Apr	23-Oct
8-May	05-Nov General Municipal Election
22-May	13-Nov
29-May - Special	27-Nov - Canceled
12-Jun	04-Dec - Special
19-Jun - Special	11-Dec - Council Reorg
10-Jul - Canceled	25-Dec - Canceled