

CITIES OF AGOURA HILLS, CALABASAS, HIDDEN HILLS, AND WESTLAKE VILLAGE MUNICIPAL SERVICE REVIEWS AND SPHERE OF INFLUENCE UPDATES FINAL

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by Policy Consulting Associates, LLC. and
Berkson Associates

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ACRONYMS AND DEFINITIONS

AB:	Assembly Bill
CCTV:	Closed circuit television
CEQA:	California Environmental Quality Act
CFPD:	Consolidated Fire Protection District of Los Angeles County
CIP:	Capital Improvement Plan or Program
CIWMB:	California Integrated Waste Management Board
CKH:	Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000
CLAPLS:	County of Los Angeles Public Library System
CY:	Calendar year
DHS:	Los Angeles County Department of Health Services
EIR:	Environmental Impact Report
FTE:	full-time equivalent
FY:	FY
GP:	General Plan
JPA:	Joint Powers Authority or Agency
LACACC:	Los Angeles County Animal Care and Control
LAFCO:	Local Agency Formation Commission
MS4:	Municipal Separate Storm Sewer Systems
MSR:	Municipal Service Review
NPDWRs:	National Primary Drinking Water Regulations
PW:	Los Angeles County Public Works
RWQCB:	Regional Water Quality Control Board
SMD:	County of Los Angeles Department of Public Works Sewer Maintenance
SOI:	Sphere of Influence
SSO:	Sanitary Sewer Overflow
SWRCB:	State Water Resources Control Board
WTP:	Stormwater Treatment Plant

PREFACE

Prepared for the Local Agency Formation Commission (LAFCO) for the County of Los Angeles, this report is a Municipal Service Review (MSR) and Sphere of Influence (SOI) Update for the Cities of Agoura Hills, Calabasas, Hidden Hills, and Westlake Village.

CONTEXT

LAFCO is required to prepare this Service Review by the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (CKH) (Government Code §56000, et seq.), which took effect on January 1, 2001. The service review examines services provided by four cities in the Las Virgenes area that are subject to LAFCO jurisdiction. The Cities of Agoura Hills, Calabasas, Hidden Hills, and Westlake Village and the municipal service provided by these cities are the focus of this review. In order to provide comprehensive information on service provision, other service providers—special districts, other public agencies, and private companies—are included in this Service Review.

CREDITS

The authors extend their appreciation to those individuals at the many agencies that provided planning and financial information and documents used in this report. The contributors are listed individually at the end of this report.

LAFCO staff provided project coordination and GIS support. This report was prepared in conjunction by Policy Consulting Associates, LLC and Berkson Associates, and was co-authored by Jennifer Stephenson, Richard Berkson, and Jill Hetland. Jennifer Stephenson served as project manager.

1. EXECUTIVE SUMMARY

This report is a regional municipal service review (MSR) covering the Cities of Agoura Hills, Calabasas, Hidden Hills, and Westlake Village prepared for the Local Agency Formation Commission (LAFCO) for the County of Los Angeles. A service review is a State-required comprehensive study of services within a designated geographic area, in this case the Las Virgenes area. The MSR requirement is codified in the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (CKH) (Government Code Section 56000 et seq.).

OVERVIEW

The MSR study area includes the City of Agoura Hills, the City of Calabasas, the City of Hidden Hills, and the City of Westlake Village. Each of these communities is situated on the western end of Los Angeles County. The MSR study map may be referred to in Figure 1-2.

The intent of this municipal service review is to conduct comprehensive Sphere of Influence (SOI) updates for each of the subject cities. The four cities were last reviewed in 2012 and the existing SOIs were reconfirmed at that time. The Cities of Agoura Hills, Calabasas, and Hidden Hills have proposed changes for their respective SOIs for consideration in this review.

The proposed MSR and SOI Update determinations, as well as SOI recommendation, are located at the end of each City's chapter in this report.

ACCOUNTABILITY AND GOVERNANCE

The cities reviewed in the MSR meet Brown Act requirements including noticing and posting of meetings and agendas, communication and outreach to residents, and websites that provide links to meeting information, contacts, and documents including financial reports.

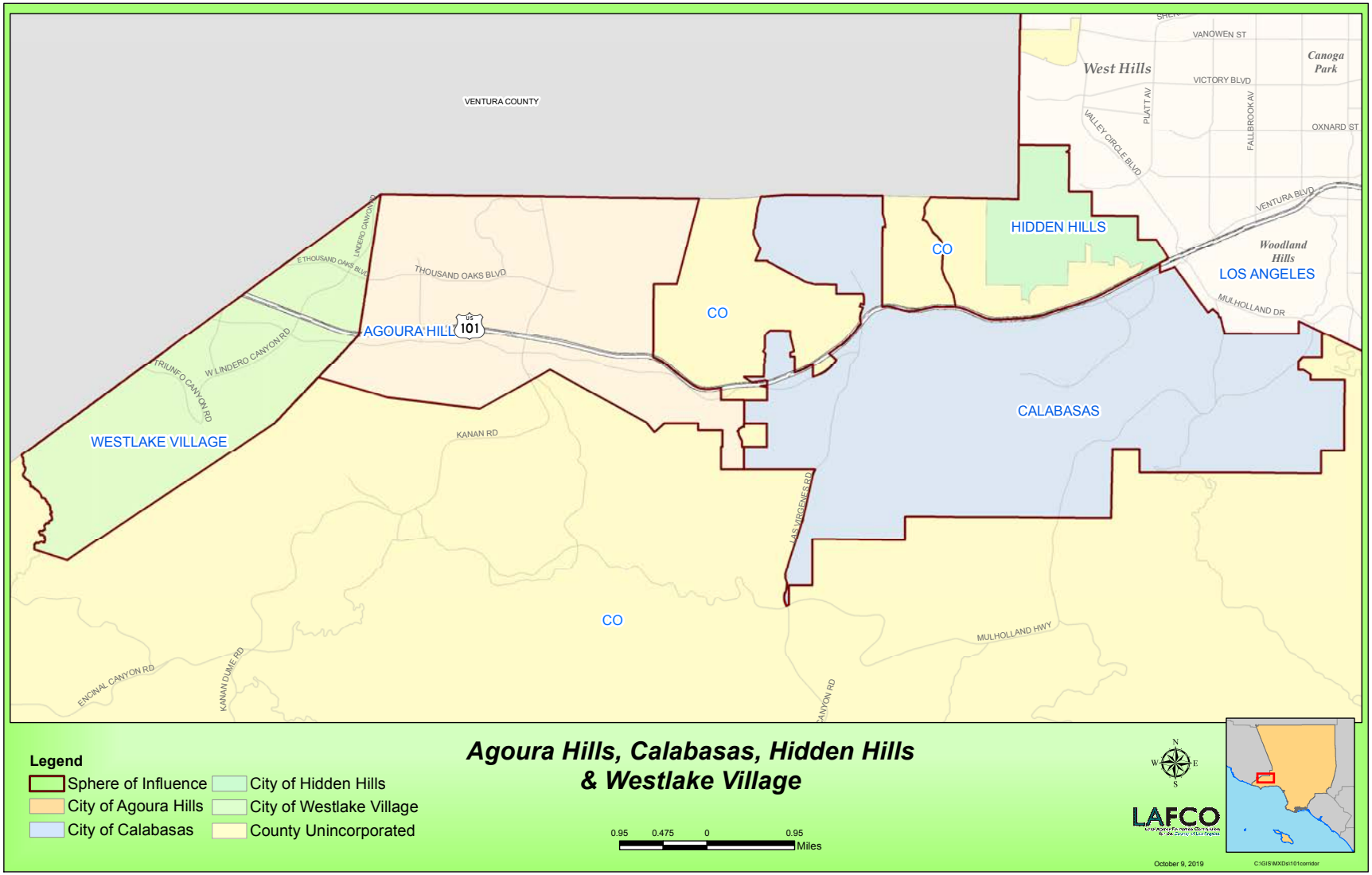
All cities demonstrated accountability and transparency in their disclosure of information and cooperation during the process of this MSR. The cities responded in a timely manner to the questionnaires and cooperated with document requests.

PLANNING AND MANAGEMENT

All of the cities have General Plans (GP) that guide development. The City of Calabasas has planned for areas it wishes to annex, but the Cities of Hidden Hills and Agoura Hills do not include potential annexation areas in the GPs; these cities should update their GP if unincorporated areas currently within their SOIs are to be retained or expanded as recommended in this MSR.

The City of Westlake Village has no plans to expand its SOI beyond its municipal boundaries.

Figure 1-2: MSR Area Map



GROWTH AND POPULATION PROJECTIONS

The four cities reviewed in this MSR are at or near buildout with no significant future population growth from new development of vacant land. Some growth is anticipated on remaining vacant lands and as a result of redevelopment, for example in Westlake Village's North Business Park area.

DISADVANTAGED UNINCORPORATED COMMUNITIES

No disadvantaged unincorporated communities (DUCs) exist within or adjacent to any of the City's boundaries or SOIs.

MUNICIPAL SERVICES

All the cities reviewed rely on contracts with other public agencies and private companies for the provision of services, as summarized in Figure 1-1. No significant service or capacity concerns were identified.

FINANCING

All the cities reviewed are in good financial condition, with moderate levels of reserves meeting or exceeding policy goals and reasonable benchmarks. Up until the recent economic impact caused by COVID-19, revenues were growing at a moderate pace for all cities, reserves met or exceeded policies and reasonable benchmarks, and pension obligations were not a significant factor.

The impacts of COVID-19 are not yet fully known, however, it is likely to have a significant impact on the cities' sales tax and other revenues. Property tax revenues, which are the primary source of Hidden Hills revenue, are likely to be much less affected. Depending on the duration and extent of "safe-distancing" measures, cities may need to implement some combination of staff and service level reductions, project deferrals, and tap into reserves.

SPHERES OF INFLUENCE

City of Westlake Village

Westlake Village is the only city for which no SOI option is considered and no change is recommended. The City's municipal boundaries are coterminous with its SOI, and no growth outside its boundaries is planned.

City of Agoura Hills

The MSR evaluates potential changes for six SOI areas for the City of Agoura Hills shown in Figure 4-7 and recommends the following:

- Include Areas M, N, and O within an expanded SOI to improve service efficiencies and create more logical city boundaries which integrate communities.
- Include Area L within an expanded SOI to improve the efficiency of services to the area.
- Area P has an approved tract map for development and should be included in Agoura Hills' SOI for service provision should the area be developed.

- Continue to exclude Area Q, due to lack of potential development at present.
- Area I is recommended to be a LAFCO "Area of Concern". The MSR recommends that the parties of interest, namely the County of Los Angeles, as the existing land use authority of the area, and the cities of Agoura Hills and Calabasas, as the potential future service providers and affected agencies, develop a cooperative land use agreement covering those items previously discussed by the two cities. This agreement would address issues of concern including allowed business activities, land uses, and impacts on nearby neighborhoods; provision of efficient services to the area; future configuration, landscaping and lighting of Agoura Road; preservation of open space; and erosion issues.

The City of Calabasas

The MSR evaluates potential changes for nine SOI areas for the City of Calabasas as shown in Figure 5-5 and recommends the following:

- Include Areas A, D, G, H and J within an expanded SOI to improve service efficiencies and create more logical city boundaries which integrate communities.
- Include Area D (and exclude E and F) consistent with the agreement between Hidden Hills and Calabasas whereby Calabasas will annex Area D.
- Areas B and C are recommended to remain in the Hidden Hills SOI so the City may have an opportunity to plan for these areas during its GP Update. Should Hidden Hills choose not to plan for these areas and eventual annexation, then it would be appropriate for these areas to be included in Calabasas' SOI.
- Continue to exclude Area K form the City's SOI until the landfill is nearing closure and the City has a more defined plan for use.
- Area I is recommended to be a LAFCO "Area of Concern". The MSR recommends that the parties of interest, namely the County of Los Angeles, as the existing land use authority of the area, and the cities of Agoura Hills and Calabasas, as the potential future service providers and affected agencies, develop a cooperative land use agreement covering those items previously discussed by the two cities.. This agreement would address issues of concern including allowed business activities, land uses, and impacts on nearby neighborhoods; provision of efficient services to the area; future configuration, landscaping and lighting of Agoura Road; preservation of open space; and erosion issues.

City of Hidden Hills

The City of Hidden Hills' current SOI is nearly 70 percent larger than the City's municipal boundary; the City's GP does not identify or plan for land uses in its SOI beyond its boundaries. To the west, the SOI splits the community of Mountain View Estates; the SOI extends south to Hwy 101 and to the southeast encompasses the Craftsman's Corner area.

Figure 6-1 shows SOI options. This MSR recommends:

- Remove the Craftsman's Corner Area D consistent with the agreement between Hidden Hills and Calabasas whereby Calabasas will annex the area.

- Reduce the western SOI boundary by removing Area A (which includes a portion of the Mountain View Estates gated community).
- Leave Area B and Area C in the SOI contingent on an update of the City's GP to include planning for land uses, services, infrastructure and financing in those areas. If the City does not initiate its GP update for those areas within a fixed time, LAFCO should remove Area B and Area C from the SOI.

During the course of preparation of this MSR, the City of Hidden Hills has indicated its interest in expanding its SOI further west to include all of Mountain View Estates to maintain land use control over areas where development could create traffic and emergency access problems for Hidden Hills residents, and could pose wildfire issues. The Mountain View Estates area has been considered for annexation in the past by the City of Calabasas, and this MSR recommends the area be included with the Calabasas SOI.

2. BACKGROUND

This report is prepared pursuant to legislation enacted in 2000 that requires LAFCO to conduct a comprehensive review of municipal service delivery and update the spheres of influence (SOIs) of all agencies under LAFCO's jurisdiction. This chapter provides an overview of LAFCO's powers and responsibilities. It discusses legal requirements for preparation of the municipal services review (MSR), and describes the process for MSR review, MSR approval and SOI updates.

LAFCO OVERVIEW

LAFCO regulates, through approval, denial, conditions and modification, boundary changes proposed by public agencies or individuals. It also regulates the extension of public services by cities and special districts outside their jurisdictional boundaries. LAFCO is empowered to initiate updates to the SOIs and proposals involving the dissolution or consolidation of special districts, mergers, establishment of subsidiary districts, and any reorganization including such actions. Otherwise, LAFCO actions must originate as petitions or resolutions from affected voters, landowners, cities or districts.

MUNICIPAL SERVICES REVIEW LEGISLATION

The Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (CKH) requires LAFCO review and update SOIs every five years, or as necessary, and to review municipal services before updating SOIs. The requirement for service reviews arises from the identified need for a more coordinated and efficient public service structure to support California's anticipated growth. The service review provides LAFCO with a tool to study existing and future public service conditions comprehensively and to evaluate organizational options for accommodating growth, preventing urban sprawl, and ensuring that critical services are provided efficiently.

Government Code §56430 requires LAFCO to conduct a review of municipal services provided in the county by region, sub-region or other designated geographic area, or by type of service, as appropriate, for the service or services to be reviewed, and prepare a written statement of determination with respect to each of the following topics:

- Growth and population projections for the affected area;
- The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the SOI;
- Present and planned capacity of public facilities and adequacy of public services, including infrastructure needs or deficiencies (including needs or deficiencies related to sewers, municipal and industrial water, and structural fire protection in any disadvantaged unincorporated communities within or contiguous to the SOI);
- Financial ability of agencies to provide services;
- Status of, and opportunities for shared facilities;

- Accountability for community service needs, including governmental structure and operational efficiencies; and
- Any other matter related to effective or efficient service delivery, as required by commission policy.

MUNICIPAL SERVICES REVIEW PROCESS

The MSR process does not require LAFCO to initiate changes of organization based on service review findings, only that LAFCO identify potential government structure options. However, LAFCO, other local agencies, and the public may subsequently use the determinations to analyze prospective changes of organization or reorganization or to establish or amend SOIs. Within its legal authorization, LAFCO may act with respect to a recommended change of organization or reorganization on its own initiative (e.g., certain types of consolidations), or in response to a proposal (i.e., initiated by resolution or petition by landowners or registered voters).

MSRs are exempt from California Environmental Quality Act (CEQA) pursuant to §15306 (information collection) of the CEQA Guidelines. LAFCO's actions to adopt MSR determinations are not considered "projects" subject to CEQA.

SPHERE OF INFLUENCE UPDATES

Pursuant to Government Code § 56425, the Commission is charged with developing and updating the Sphere of Influence (SOI) for each city and special district within the county.[1] SOIs must be updated every five years or as necessary. In determining the SOI, LAFCO is required to complete an MSR and adopt the seven determinations previously discussed.

An SOI is a LAFCO-approved plan that designates an agency's probable future boundary and service area. SOIs are planning tools used to provide guidance for individual boundary change proposals and are intended to encourage efficient provision of organized community services and prevent duplication of service delivery. Territory cannot be annexed by LAFCO to a city or a district unless it is within that agency's SOI.

SOIs are for planning and shaping the logical and orderly development and coordination of local government agencies.

LAFCO cannot regulate land use, dictate internal operations or administration of any local agency, or set rates. LAFCO is empowered to enact policies that indirectly affect land use decisions. On a regional level, LAFCO promotes logical and orderly development of communities as it considers and decides individual proposals. LAFCO has a role in reconciling differences between agency plans so that the most efficient urban service arrangements are created for the benefit of current and future area residents and property owners.

The Cortese-Knox-Hertzberg (CKH) Act requires LAFCOs to develop and determine the SOI of each local governmental agency within the county and to review and update the SOI every five years, as necessary. LAFCOs are empowered to adopt, update and amend the SOI.

[1] The initial statutory mandate, in 1971, imposed no deadline for completing sphere designations. When many LAFCOs failed to act, 1984 legislation required all LAFCOs to establish spheres of influence by 1985.

They may do so with or without an application and any interested person may submit an application proposing an SOI amendment.

LAFCO may recommend government reorganizations to particular agencies in the county, using the SOIs as the basis for those recommendations.

In addition, in adopting or amending an SOI, LAFCO must make the following determinations:

- Present and planned land uses in the area, including agricultural and open-space lands;
- Present and probable need for public facilities and services in the area;
- Present capacity of public facilities and adequacy of public service that the agency provides or is authorized to provide;
- Existence of any social or economic communities of interest in the area if the Commission determines these are relevant to the agency; and
- Present and probable need for water, wastewater, and structural fire protection facilities and services of any disadvantaged unincorporated communities within the existing SOI.

By statute, LAFCO must notify affected agencies 21 days before holding the public hearing to consider the SOI and may not update the SOI until after that hearing. The LAFCO Executive Officer must issue a report including recommendations on the SOI amendments and updates under consideration at least five days before the public hearing.

DISADVANTAGED UNINCORPORATED COMMUNITIES

LAFCO is required to evaluate disadvantaged unincorporated communities as part of this service review, including the location and characteristics of any such communities.

Senate Bill (SB) 244 (Wolk) was adopted into law in 2011 and took effect on January 1, 2012. Now codified as Government Code §56425(e)5, its purpose is to begin to address the complex legal, financial, and political barriers that contribute to regional inequity and infrastructure deficits within disadvantaged unincorporated communities (DUCs). Identifying and including these communities in the long-range planning of a city or a special district which provides water, wastewater or fire protection services, is required by Government Codes §56425(e)5.

Government Code §56033.5 defines a DUC as 1) all or a portion of a "disadvantaged community" as defined by §79505.5 of the Water Code, and as 2) "inhabited territory" (12 or more registered voters), as defined by §56046, or as determined by Commission policy.

The Cortese-Knox-Hertzberg Local Government Reorganization Act (CKH) requires LAFCO to make determinations regarding DUCs when considering a change of organization, reorganization, SOI expansion, and when conducting Municipal Service Reviews. For any updates to an SOI of a local agency (city or special district) that provides public facilities or services related to sewer, municipal and industrial water, or structural fire protection, LAFCO shall consider and prepare written determinations regarding the present and planned capacity of public facilities and adequacy of public services, and infrastructure

needs or deficiencies for any disadvantaged unincorporated community within or contiguous to the SOI of a city or special district providing sewers, municipal and industrial water, or structural fire protection.[2]

CKH prohibits LAFCO from approving an annexation to a city of any territory greater than 10 acres if a DUC is contiguous to the proposed annexation, unless an application to annex the DUC has been filed with LAFCO. An application to annex a contiguous DUC shall not be required if a prior application for annexation of the same DUC has been made in the preceding five years or if the Commission finds, based upon written evidence, that a majority of the registered voters within the affected territory are opposed to annexation.[3]

According to Los Angeles LAFCO analysis, there are currently no disadvantaged unincorporated communities in the MSR study area.

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[2] Government Codes §56425(e)5, Present and Probable need; disadvantaged unincorporated communities

[3] (California Government Codes section 56375 (a) (8) (A)) (LAFCO GIS, 2020)

3. SETTING

BACKGROUND

The MSR study area includes the City of Agoura Hills, the City of Calabasas, the City of Hidden Hills, and the City of Westlake Village. Each of these communities is situated on the western end of Los Angeles County. All of these cities are governed by an elected five-member city council and guided by a GP.

The City of Agoura Hills was incorporated in 1982 as the result of a vote by residents, allowing more control over development and community standards. Similarly, the City of Calabasas was incorporated in 1991, allowing it to take responsibility for land use decisions. In 1961, the City of Hidden Hills was incorporated. It is a gated community with minimal residential and commercial developments outside of its gates. Lastly, the City of Westlake Village was developed in 1963. The original city is bisected by the Los Angeles and Ventura County lines. The Los Angeles side incorporated as the City of Westlake Village in 1981 while the Ventura County side was annexed to the City of Thousand Oaks. This annexation took place in parts in 1968 and 1972.

LOCATION

The MSR study area includes the four cities under review in the Las Virgenes area and the unincorporated areas between and adjacent to the cities. This inland area is characterized by steep mountains, rolling hills, canyons, streams and oak woodlands. Commercial areas are concentrated along primary transportation routes such as the Ventura Freeway.

Much of the MSR area is open space. A substantial portion of the land in the MSR area is state and federal parkland, including Malibu Creek State Park and part of the Santa Monica Mountains National Recreation Area. The California State Department of Parks and Recreation is responsible for the maintenance of these parks that are intended to benefit the people, environment, and the economy.

The City of Agoura Hills is situated in western Los Angeles County near the eastern end of the Conejo Valley. The City is bounded by the City of Westlake Village to the west, the unincorporated Oak Park area and City of Thousand Oaks in Ventura County to the north and northwest, and unincorporated Los Angeles County, as well as the Santa Monica Mountains National Recreation Area to the south. The City of Calabasas and the City of Hidden Hills are also located in western Los Angeles County along the Ventura Freeway while the City of Westlake Village has cities bordering it except to the southwest and southeast where it is County unincorporated territory.

BOUNDARIES

The following table describes the current boundaries and size for each city.

Figure 3-1: City Boundary Areas

City	Description	Boundary Size
City of Agoura Hills	The boundaries of the City are similar to the boundaries established during its formation. In 1989, an annexation occurred of approximately 60 homes in the Liberty Canyon area.	5,003 acres (7.82 square miles)
City of Calabasas	The City has conducted a few boundary changes since its incorporation. Most recently, in 2011, Los Angeles LAFCO approved annexation of 493 acres into the City of Calabasas.	8,806 acres (13.76 square miles)
City of Hidden Hills	The City is a gated community located between the western foothills of the San Fernando Valley in Los Angeles County.	1,080 acres (1.68 square miles)
City of Westlake Village	The City is part of a master-planned community that straddles the Ventura-Los Angeles County border.	3,521 acres (5.5 square miles)

SPHERE OF INFLUENCE

The City of Hidden Hills is the only city to have an expansive SOI. The remaining three cities each have coterminous SOIs and as such, their boundaries encompass the same area as their SOI.

The City of Agoura Hills' SOI was established shortly after its incorporation in 1985, which included a development tract that has since been annexed. Currently, the City is proposing four changes to its SOI. The City of Calabasas also has a coterminous SOI that was first established in 1992 shortly after its incorporation and has been amended with each annexation application. Calabasas is currently proposing seven changes as part of this comprehensive update. The City of Westlake Village's SOI also coincides with its incorporated boundary. At this time, it does not foresee any development in unincorporated areas along its boundaries and does not intend to modify its boundary or SOI.

As mentioned, the City of Hidden Hills adopted SOI is expansive and was established in 1991 and reconfirmed in 2004 and 2012. It includes unincorporated territory to the west and south of the city limits as well as territory lying between the city limits and the Ventura Freeway to the south and Mountain View Drive to the east. The SOI encompasses 1,823 acres (2.85 square miles) compared to its boundary of 1,080 acres (1.68 square miles).

MUNICIPAL SERVICES

The cities in the MSR area offer a variety of municipal services which are provided either directly by city staff or through contracted services. Additionally, the Hidden Hills Community Association is responsible for certain services within its city limits. The types of

services span across multiple city departments and provide a range of offerings from administrative and recreational to safety and development.

Generally, contracted services include maintenance of streets and parks as well as fire and safety services that are typically contracted out to Los Angeles County. Water related services are usually provided, in some capacity, through the Las Virgenes Municipal Water District. A comprehensive list of all services and their providers are listed in the table below.

Figure 3-2: City Municipal Services

Service	Provider	Comments
Land Use	Directly provided by respective city staff (or contract staff)	
Law Enforcement	Los Angeles County Sheriff by contract	The City of Calabasas is the lead agency of the Las Virgenes Parking Authority responsible for administrating parking citation appeals.
Animal Control	Los Angeles County Animal Care and Control by contract	
Fire Protection	Consolidated Fire Protection District (CFPD) of Los Angeles County	
Paramedic	Consolidated Fire Protection District of Los Angeles County (CFPD)	
Ambulance	McCormick Ambulance (per agreement with Los Angeles County Department of Health Services)	
Domestic Water	Las Virgenes Municipal Water District	
Recycled Water	Las Virgenes Municipal Water District	
Wastewater Collection	Consolidated Sewer Maintenance District maintains City-owned collection system	
Wastewater Treatment	Las Virgenes Municipal Water District	
Solid Waste	Franchise agreement with Waste Management, Inc.	
Street Maintenance	See Comments	Agoura Hills – Private contractor/Los Angeles County Public Works by contract Calabasas - City of Calabasas/private contractor

Service	Provider	Comments
		Hidden Hills – Hidden Hills Community Association (inside its gates) and City of Hidden Hills (outside gates) Westlake Village –Los Angeles County Public Works by contract
Landscape Maintenance	See Comments	Agoura Hills – Contract with private contractor Calabasas – City of Calabasas Hidden Hills – Hidden Hills Community Association/City Westlake Village – Contract with private contractor
Stormwater/ Drainage/ Water Quality	Los Angeles County (Los Angeles County Public Works) by contract	Agoura Hills and Calabasas manage water quality efforts with city staff; Hidden Hills contracts with a private firm
Flood Control	Los Angeles County Flood Control District	
Park Maintenance	See Comments	Agoura Hills – Contract with private contractor Calabasas - City of Calabasas for maintenance/contract with private contractor for tree trimming Hidden Hills – Hidden Hills Community Association (inside its gates), City of Hidden Hills outside the gates Westlake Village – City of Westlake Village
Recreation	See comments	Agoura Hills, Calabasas, and Westlake Village directly by city staff. Calabasas – supplement with contract with private contractor/contract with Las Virgenes Unified School District

Service	Provider	Comments
		Hidden Hills – Hidden Hills Community Association and City Community Services
Library	See Comments	Agoura Hills – County of Los Angeles Public Library System Calabasas – City of Calabasas Hidden Hills – City of Calabasas by contract Westlake Village – County of Los Angeles Public Library System by contract
Transit	See Comments	Agoura Hills – Dial-a-Ride provided by City of Thousand Oaks by contract/Ventura Transit for special event transit Calabasas - Contract w/private contractor for operations
Environmental Health Services	County of Los Angeles	
Mosquito/Vector Control	Los Angeles County West Vector Control District	

4. CITY OF AGOURA HILLS

CITY OVERVIEW

The City of Agoura Hills was incorporated as a general law city in 1982, when residents voted in favor of cityhood. Proponents sought cityhood in order to have greater control over development and community standards in the northwestern portion of Los Angeles County. On December 8, 1982, Agoura Hills became the 83rd city in Los Angeles County.

The City is located in western Los Angeles County at the eastern end of the Conejo Valley. The City straddles the Ventura Freeway. The City is bounded by the City of Westlake Village to the west, the unincorporated Oak Park area and City of Thousand Oaks in Ventura County to the north and northwest, and unincorporated Los Angeles County, as well as the Santa Monica Mountains National Recreation Area (SMMNRA) to the south. An unincorporated portion of Los Angeles County, the SMMNRA, and the City of Calabasas, lie to the east. Located in the foothills of the Santa Monica Mountains, the City of Agoura Hills is characterized by a blend of semi-rural and suburban development.

Boundaries

The City of Agoura Hills boundaries are largely similar to those established upon its formation, with the exception of a single annexation conducted in 1989 of about 60 homes in the Liberty Canyon area. At present, the City of Agoura Hills encompasses approximately 5,003 acres (7.82 square miles).[4]

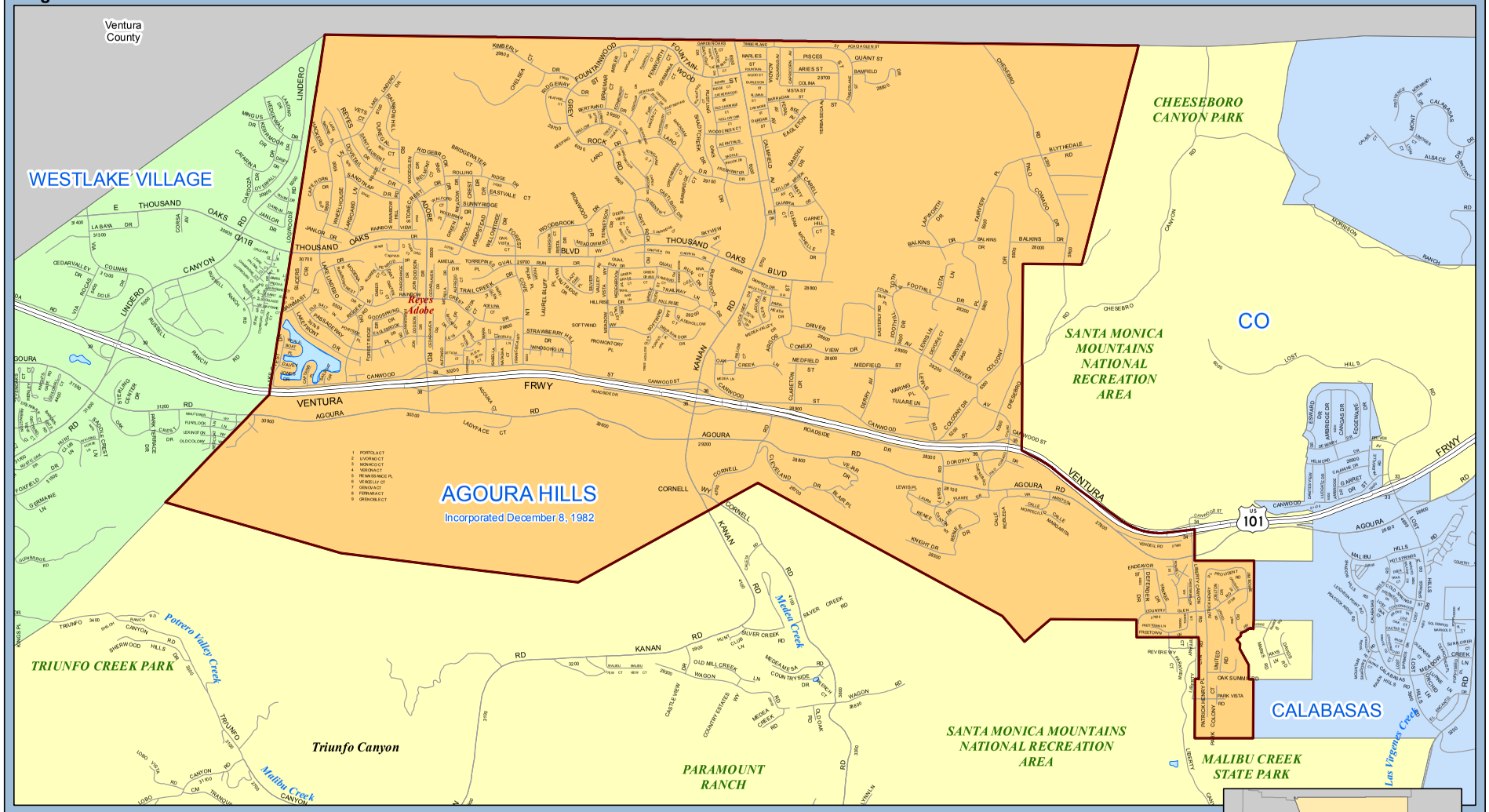
Sphere of Influence

The City's sphere of influence (SOI) is coterminous with its incorporated boundary and thus encompasses the same area of 5,003 acres. Agoura Hills' SOI was originally established in 1985, shortly after its incorporation, to include the City's existing boundaries and a single development tract (Tract Map 34827), which has since been annexed. The SOI was then reconfirmed by LAFCO without changes in 1986, 2004, and 2012. The City's boundary and SOI are depicted in Figure 4-1.

The City has proposed four changes to its SOI as part of this comprehensive update. These options are discussed in detail in the *Growth and Population* section of this chapter.

[4] Area estimates from LAFCO GIS, 6/4/2020.

Figure 4-1



Agoura Hills Sphere of Influence

Legend

- City of Agoura Hills
- Agoura Hills Sphere of Influence (SOI), Coterminous

Sphere of Influence History

Action	Effective Date
Established	01-09-85
Reconfirmed	02-12-86
Reconfirmed	08-25-04
Reconfirmed	10-10-12

1 in = 0.4 miles

0 0.25 0.5 1 Miles

N W E S

LAFCO
Local Agency Formation Commission for the County of Los Angeles

Revised: November 28, 2012

C:\GIS\MXDs\Cities\AgouraHills

ACCOUNTABILITY AND GOVERNANCE

The City of Agoura Hills is governed by a five-member City Council that is elected by residents to serve staggered four-year terms. Each year, City Councilmembers select the mayor to serve a one-year term. There is also a City Manager appointed by the City Council. Among its duties, Councilmembers serve as members of the City's Financing Authority.

Compensation for City Councilmembers is a maximum of $300 per month. They also receive a City contribution towards health, dental, and vision benefits as well as an auto allowance.

Complaints can be anonymously submitted at City Hall via a written comment card, by phone call to the City Manager or the City Council, or through the City's website. Once a complaint is received, it is routed to the appropriate department to be addressed while maintaining direct communication with the complainant to ensure clear goals, expectations, and outcomes.

City Council meetings occur twice monthly on the second and fourth Wednesday of each month. Council meetings are open to the public and take place at 6:00pm in the Council Chambers at City Hall under normal circumstances; however, due to the COVID-19 pandemic and declared State of Emergency by the State of California, the City has transitioned to entirely virtual meetings held on a video conferencing system at the same time as the regularly scheduled meetings The meetings are streamed live on the City's website and are also televised as follows: on Channel 10 for Spectrum subscribers and Channel 99 for AT&T U-verse subscribers. These television broadcasts air at 7:00pm the following evening and run daily until the next regularly scheduled City Council meeting.

The meeting schedule can be found on the City's website along with the agenda, which is also posted in front of City Hall. Council meeting minutes are posted on the City's website and are also available at City Hall. Agendas are also posted in the local newspaper. Additionally, the City updates constituents through a newsletter mailed to residents as well as press releases and announcements on cable television.

In 2016, the State Legislature enacted Assembly Bill (AB) 2257 (Government Code Section 54954.2) to update the Brown Act with new requirements governing the location, platform, and methods by which an agenda must be accessible on the agency's website for all meetings occurring on or after January 1, 2019. The City of Agoura Hills meets the agenda posting requirements outlined in AB 2257.

The City has demonstrated accountability and transparency in its disclosure of information and cooperation during the process of this MSR. The City responded to the questionnaires and cooperated with document requests.

PLANNING AND MANAGEMENT PRACTICES

While public sector management standards vary depending on the size and scope of the organization, there are minimum standards and best practices that should be followed by all agencies. Well-managed organizations evaluate employees annually, track employee and agency productivity, periodically review agency performance, prepare a budget before the beginning of the FY, conduct periodic financial audits to safeguard the public trust, maintain

relatively current financial records, conduct advanced planning for future service needs, and plan and budget for capital needs.

Staffing and Organizational Structure

The City of Agoura Hills delivers municipal services using a combination of city staff, contracts with other agencies, private consultants and contractors. The City of Agoura Hills consists of the following departments, as follows: the City Manager, the City Clerk, the City Attorney, Public Facilities, Emergency Services, Building and Safety, Community Services, Parks & Recreation, Finance and Information Technology, Human Resources, Planning and Community Development, Public Works and Engineering, and Solid Waste Management. Although Police and Fire are listed as departments on the City's website, these services are, in fact, provided through contracts with the Los Angeles County Sheriff's Department and Consolidated Fire Protection District (CFPD) of Los Angeles County, respectively.

The City of Agoura Hills relies on paid professional staff to conduct the daily business and operations of the City. According to the adopted budget for FY20-21, there are 31 full-time equivalent (FTE) employees.

The municipal services provided by these departments are described in further detail in the *Municipal Services* section of this chapter.

Management Practices

Review of Employees and City Performance

All regular City of Agoura Hills staff are evaluated on their performance annually. These evaluations are conducted by the corresponding department head, reviewed and approved by the Human Resources Director (the Finance Director), and finally, reviewed and approved by the City Manager.

The performance of the City itself is also measured and evaluated. To accomplish this, the City of Agoura Hills provides a number of operational and productivity reports that are connected to a variety of funding and compliance related activities and programs. The first of these reports is the National Transit Database (NTD) Report which is associated with Metropolitan Transportation Authority (MTA) funding that is received. There is also the Annual Solid Waste Program Report which establishes the City's compliance with solid waste and recycling mandates such as CalRecycle. The Annual National Pollution Discharge Elimination System (NPDES) Report and the Los Angeles Regional Water Quality Control Annual Report are tools used to monitor the City's compliance with water quality mandates. Lastly, the Annual Community Development Block Grant Report and the City's Comprehensive Annual Financial Report (CAFR) are further means to demonstrate the City's overall performance record.

Review of Departmental Performance

To better understand the overall adequacy of services provided by the City, individual departments must capture historical data to evaluate their performance. This is done using a variety of metrics. The current adopted budget, in conjunction with the CAFR, is the richest source of information regarding the assessment of workload, capacity, and goals for Agoura

Hills. Certainly, during the exceptional circumstances related to the COVID-19 pandemic there are certain differences in operations and departmental performance than during normal operational periods. The performance evaluation efforts of the City described here are for standard times. With that in mind, the City has reported the following departmental performance statuses.

The Department of the City Manager has been faced with increased service demands due to recent economic trials caused by the Woolsey Fire and flooding. Despite these challenges, many achievements have still been met, including securing FEMA Public Assistance Reimbursement as a result of both rainstorms and the Woolsey Fire. Looking forward, several objectives have been set for this department such as promoting business assistance programs, installation of electric car charging stations, and replacing the City's vehicle fleet. Introduced in FY13-14, the SeeClickFix software remains the primary tool used to track service requests for this department. According to this application, there has been a slight decrease in residential inquiries received/resolved during FY19-20.

The budget lists performance indicators for three divisions that fall under the leadership of the City Manager's Department: Public Facilities, Emergency Services, and Los Angeles County Animal Care and Control (LACACC). As building systems continue to age, the service level trends for the Public Facilities Department have reportedly increased. This division has successfully completed installation of a Civic Center HVAC compressor as well as exterior landscape enhancements and intends to continue pursuing avenues to reduce energy use by purchasing environmentally friendly products when possible, executing preventative facility maintenance and audio-visual improvements, among other goals.

Service level trends for Emergency Services have increased as the City has grown. Highlighted accomplishments include the completion of training classes for the Community Emergency Response Team (CERT), the 2017 City Emergency Operations Plan, and the 2018 Las Virgenes COG Multi-Jurisdiction Hazard Mitigation Plan. Future expectations are that the City CERT and Disaster Response Team (DRT) will expand and there will be recertification of CERT DRT members CPR/AED training for 2020. Furthermore, work will commence on the City's Crisis Communication Plan and there will be a finalized review of the City's response to the Woolsey Fire. Whether these measures are achieved will be key indicators for the division's performance.

LACACC has reported consistent levels of service in this division. The division has met their goals with a higher number of animal license renewals and addressed incoming reports of dogs off leash, in addition to increasing patrols at local parks to curb this activity. LACACC intends to continue their educational efforts, promoting pet licensing and leash laws, and helping to resolve all animal related complaint issues. Measures of performance are kennel services, animal licenses and penalties collected as well as animal complaints that are reported and resolved according to SeeClickFix software. For FY19-20, there is a slight decrease expected for all performance indicators.

The Department of the City Clerk has seen a rise in service requests for research and public records requests. Presently, there is a citywide scanning project in effect to provide electronic access to the City's permanent records. In turn, this will reduce the number of staff hours spent researching records held in offsite storage. The accomplishments reported for the Department include administration of the 2018 General Municipal Election, 2018 Ethics

Training, the filming of "Every 15 Minutes" by Agoura High School in the Council Chambers, and the implementation of iPads for the Electronic Agenda Packet Process. The Department's objectives include continuing the citywide scanning of permanent records, implementing the 2019 citywide annual records destruction, updating the City's records retention and destruction schedule, facilitating the Campaign Reform Ordinance Update and the City Council Norms Update. As for performance measures, the budget lists the number of official records processed as well as the public records requested. The amount for both has remained consistent between FY17-18 and FY18-19 with a slight decrease estimated through the end of FY19-20.

Demands on the City's Department of Finance and Information Technology have been continually increasing, particularly with respect to the areas of business tax and grants management. Among its accomplishments, the Department has prepared a two-year budget plan, implemented online business tax renewals, and published the FY17-18 CAFR. It has also set forth these objectives: publish the FY18-19 CAFR, prepare and implement the mid-cycle operating and capital improvement program review, and submit five FY19-20 California State Controller's Reports. Indicators for these achievements are receiving the Government Finance Officers Association (GFOA) CAFR Award, the GFOA Budget Award, and submitting California State Controller's reports by the established deadlines.

The City's Planning Division reports that there is an increased number of development applications for remodeling projects such as existing commercial centers as well as new commercial projects, wireless telecommunication facilities, and new residential development that includes additions. Based on the Agoura Village Specific Plan, there has been strong interest in developing this area. Several construction permits have been received and the City indicates many are being processed at this time. The City also reports the Planning Division has reviewed a number of environmental documents for capital improvement and trail projects. Examples of these projects include the Kanan Road/Agoura Road Intersection Design and the Recreation and Event Center Trail. Additionally, the department successfully received and approved 74 various permit applications during FY18-19 while taking action on 14 other projects and/or use permits. Currently, the City states it is committed to maintaining and developing professional staff and that its level of customer service will continue to rise as a result of ongoing technological improvements and refinements to its internal customer service protocol.

The Building and Safety Department has indicated that while there are not many new construction submittals, there has been an increase in residential remodels, additions, solar permits, and commercial tenant improvements. Among the Department's many accomplishments, in FY 18-19, 355 projects/plans were reviewed. Consultants reviewed 277 of these, while 78 were reviewed in-house. Objectives that will be used to evaluate future performance are streamlining efforts between all City departments through the utilization of new technology and monitoring department related assembly and senate bills and 2019 codes.

The Department of Community Services reflects changes to the City's population in the type of programs and services offered. A variety of accomplishments have been recorded, such as implementing a technology program for older adults, receiving a Los Angeles County Arts Commission Grant for entertainment at the annual Reyes Adobe Days, hosting

community service days, and providing a centralized volunteer program. Moving forward, the Department would like to achieve a number of goals. These goals include increasing offerings to teens, maintaining park equipment, and partnering with the Regional Park and Open Space District, as well as the Department of Public Works, to implement various programs and projects. The Department's performance is measured by tracking rental income for the event center and facility use, establishing increased participation at cultural arts events, and ensuring greater teen participation.

Lastly, the Department of Public Works service levels have remained consistent despite growing demand for services. The City reports that this disparity is due to a rise in capital improvement projects, whereas revenue and staffing within the Department have remained limited. Nevertheless, it is noted that the SeeClickFix software application ensures an efficient and effective level of service. Some primary achievements of this department have been the completion of Reyes Adobe landscaping, securing funds for the Medea/Palo Comado Stormwater Treatment Plant (WTP), Linear Park, and Wetlands Improvement Project, issuing 181 total permits, sweeping over 476 curb miles two times per month, and trimming 803 trees annually. There are many goals and objectives for this department, such as completing construction projects and designs, securing grant funding, and fulfilling concrete repair projects. The indicators for the Department's performance are the number of constructed capital projects, development cases that have been processed, and SeeClickFix issues addressed. For FY19-20, these volumes are currently on par with the previous FY.

Planning Practices

The City's central planning document is its General Plan (GP). It addresses land use and long-range planning for the community. The current plan was updated in March of 2010 with a planning horizon of 2035 and was created in compliance with California Government Code Section 653000 et seq. This plan outlines seven elements required by state law which include housing, land use, open space, noise, circulation, safety, and conservation. In conjunction with the GP, the City has also certified an Environmental Impact Report (EIR). The City reports that mitigation measures indicated in the EIR have been incorporated into the GP as policy, as applicable. The City's Housing Element was last updated in 2013.

The City utilizes a variety of additional plans to provide more detailed guidelines for particular areas of use. The City has adopted an Agoura Village Specific Plan (AVSP) and certified the AVSP Final Program EIR as it relates to the Agoura Village area. Additionally, the City compiled the Ladyface Mountain Specific Plan in 1991. The following master plans are implemented by the Los Angeles County Public Works:

- City of Agoura Hills Water Quality Master Plan (2014)
- Trails & Pathways Master Plan (2008)
- Arterial Streetscape Master Plan (2017)
- Master Plan of Drainage (1988)
- Master Sewer Plan (1987)
- Sewer System Management Plan (2015)

- Citywide Pavement Management System (2017)

The City's financial planning practices are discussed in the Financial Ability to Provide Services section of this chapter.

GROWTH AND POPULATION PROJECTIONS

Land Use

The Agoura Hills General Plan (GP) establishes eighteen land use categories. The five residential categories allow for a variety of housing types for all densities ranging from 1 dwelling unit per 5 acres, up to 25 dwelling units per acre. Four commercial designations and two business park/industrial designations accommodate and encourage a range of community services and businesses. The Commercial—Shopping Center/Mixed Use category accommodates a mix of retail commercial uses with housing development. To allow for creative use of vacant and underutilized properties, a Planned Development designation was established. The Public Facility, Open Water, Local Park, Restricted Open Space, and Open Space/Deed Restricted categories are intended to protect lands for public service and open space uses.

The City of Agoura Hills consists of a variety of land uses; however, predominant uses are residential, open space, and commercial. Figure 4-2 provides a breakdown of the City's most recent land use inventory from the 2010 GP.

Figure 4-2: City of Agoura Hills Existing Land Use (2010)

Land Use	Current Acres	% of Total
Residential Very Low Density	243.1	5.57%
Residential Low Density	156.7	3.59%
Residential Single Family	1,068.6	24.48%
Residential Medium Density	140.1	3.21%
Residential High Density	47.3	1.08%
Commercial Neighborhood Center	2.4	0.05%
Commercial Shopping Center	8.5	0.19%
Commercial Shopping Center – Mixed Use	26.0	0.60%
Commercial Retail/Service	102.5	2.35%
Commercial Recreation	27.9	0.64%
Business Park - Manufacturing	129.6	2.97%
Business Park – Office Retail	78.8	1.81%
Commercial – Planned Development	850.4	19.48%
Open Space	1,000.5	22.92%

Deed Restricted	304.2	6.97%
Local Park	73.5	1.68%
Open Water	15.1	0.35%
Public Facilities	90.1	2.06%
Total	**4,365.3**[5]	**100%**
Source: City of Agoura Hills, General Plan Update, 2010, p. 2-13.		

A majority of the City's residential neighborhoods lie north of Highway 101, with commercial and business park properties clustered along the highway and major arterials including Agoura Road, Kanan Road, and Canwood Street as shown in Figure 4-3. The areas identified for residential uses are largely built out. Opportunities for future residential growth are generally limited to mixed-use opportunities in the undeveloped specific plan areas.

The southwestern portion of the City (generally south of Agoura Road and east of Kanan Road, with some exceptions) is designated as "Planned Development District.". This area is partially undeveloped. Two areas designated as Planned Development by the GP are subject to adopted specific plans: the Agoura Village Specific Plan (2008) shown in Figure 4-4 and the Ladyface Mountain Specific Plan (1991) shown in Figure 4-5. A third area immediately north of the Agoura Village Specific Plan area and west of Kanan Road is also designated as Planned Development. The POM zoning district covers this area. The area is mostly developed.

The Agoura Village Specific Plan envisions a pedestrian-oriented street with retail shops, restaurants, theatres, and entertainment uses. The plan indicates that while retail, restaurant, customer-friendly commercial service, and entertainment uses should remain the focus of the Village, uses such as office and residential are appropriate as secondary uses to help sustain a village-like environment. Residential uses are allowed as part of an integrated mixed-use project concept. While the specific plan outlines a base potential of 235 dwelling units, the City has estimated that it can realistically anticipate 193 dwelling units to be developed as part of the specific plan area based on development applications received.[6]

The Ladyface Mountain Specific Plan allows for business park, and open space uses. The specific plan area is largely built out.

[5] Note total acreage does not match acreage within City's boundaries as estimated by LAFCO GIS staff.

[6] City of Agoura Hills, General Plan Housing Element, 2013, p. IV-4.

Figure 4-3: City of Agoura Hills General Plan Land Use Designations

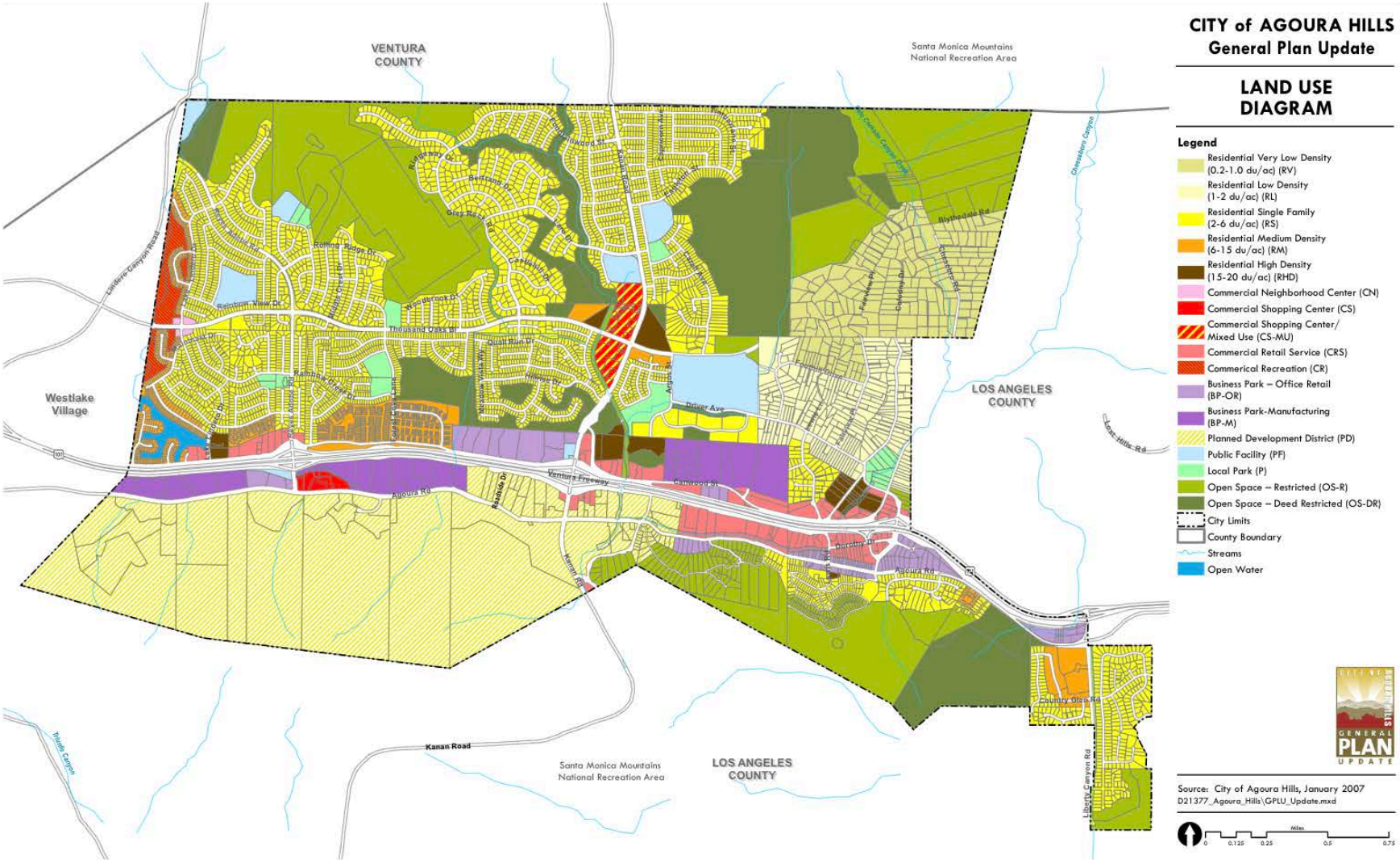


Figure 4-4: City of Agoura Hills Agoura Village Specific Plan Zone Designations

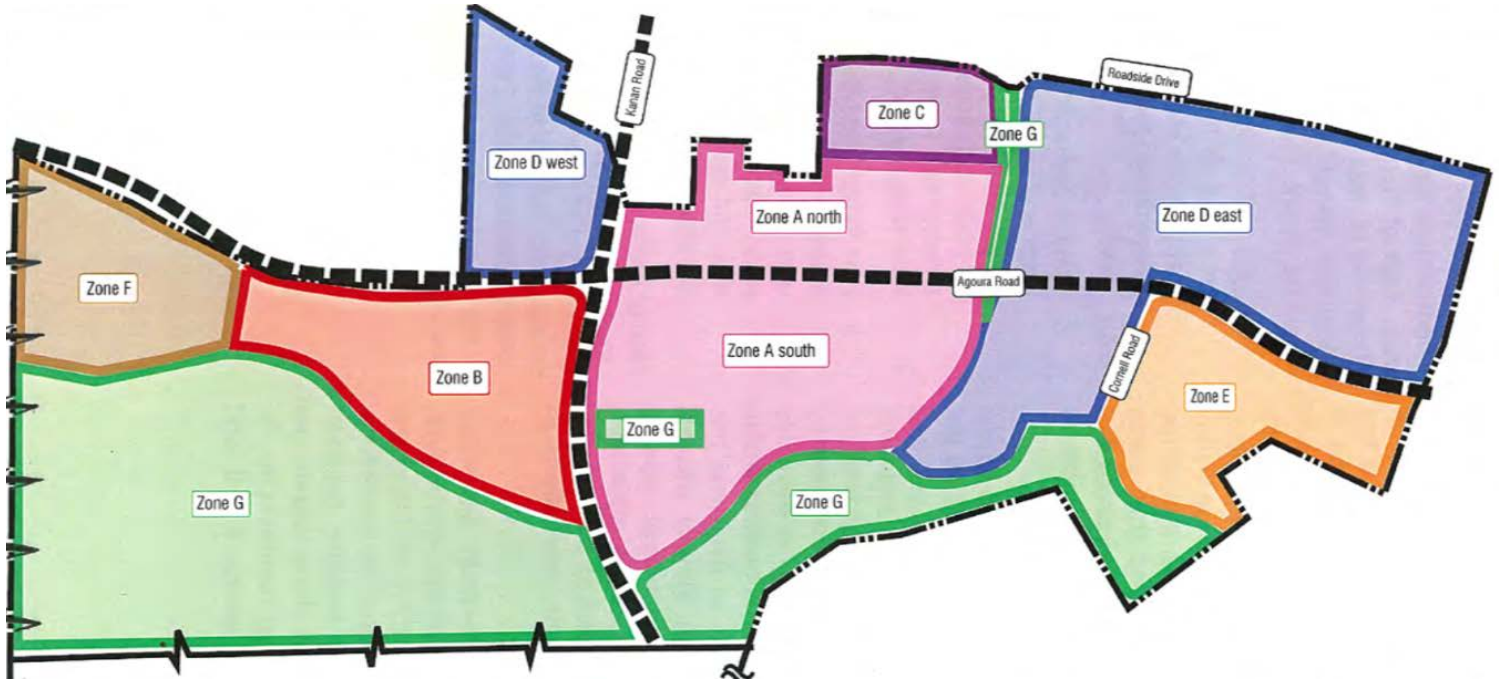
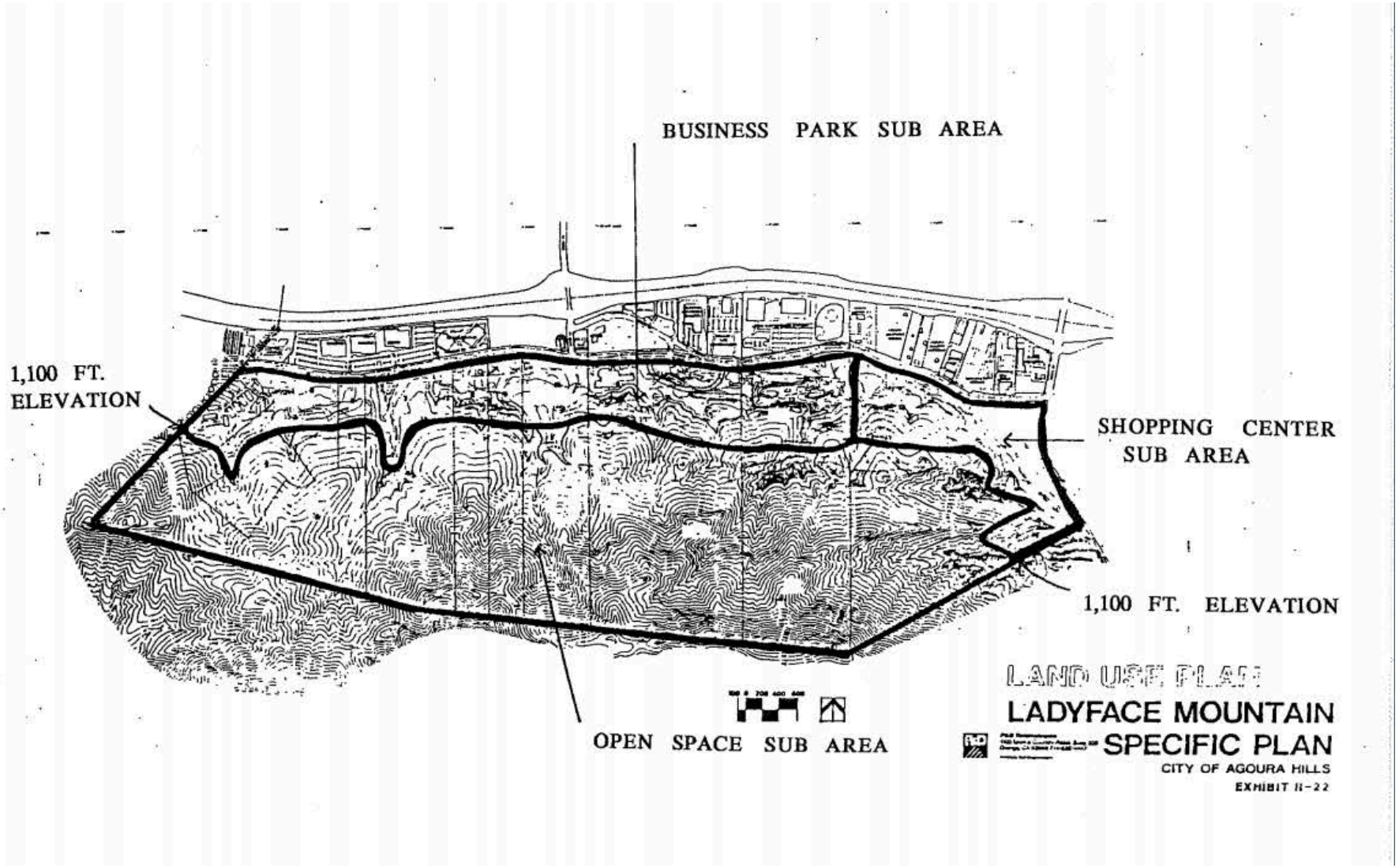


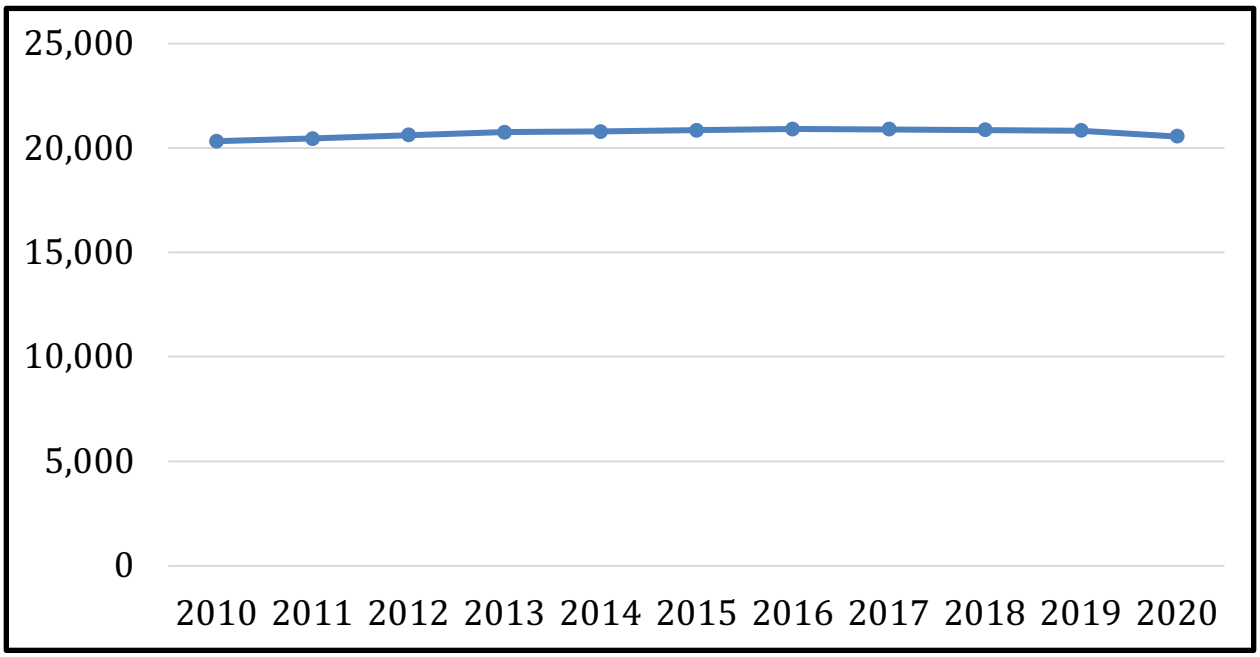
Figure 4-5: City of Agoura Hills Ladyface Mountain Specific Plan Land Use Designations



Population

As of January 1, 2020, the California Department of Finance estimates a City of Agoura Hills population of 20,566. The City's residential areas are near build-out and growth has been minimal in recent years. Since 2010, the City's population of 20,330 increased to 20,566 in 2020, which represents 1.2 percent total change over ten years. Figure 4-6 shows that the City's population peaked in 2016 and has declined since then.

Figure 4-6: City of Agoura Hills Population, (2010 – 2020)



There is minimal potential for residential growth within the City's existing boundaries given limited vacant land designated for residential uses. The Southern California Association of Governments' (SCAG) most recent population projections from 2016, anticipated that the City would reach a population of 20,700 in 2020 and grow to 22,700 by 2040, which equates to average annual growth of 0.5 percent over the 20-year period.[7] These projections are consistent with recent trends, remaining vacant land, and the potential for annexation of additional residential territory into the City's boundaries.

Planned and Proposed Development

Over the past five years, 11 permits have been issued for new homes that have been completed or are under construction.[8]

Areas of potential growth within the City are concentrated along Agoura Road, in particular, within the Agoura Village Specific Plan. There have been several proposed projects within the Agoura Village Specific Plan area; however, most applications are

[7] 2016-2040 RTP/SCS Final Growth Forecast by Jurisdiction.

[8] Correspondence with City of Agoura Hills, Cases and Planners Spreadsheet, January 23, 2020. (LAFCO GIS, 2020) (LAFCO File No. 2015-10)

currently incomplete or withdrawn, with the exception of the AVE, West Village, and AN Investments.

The AVE is a mixed-use proposal on approximately 12.37 acres with an additional 6.08 acres designated for open space that would not be developed. The Project would develop residential (118 units), commercial (49,000 square feet), and hotel (120 rooms) uses at the southeast corner of Agoura Road and Kanan Road.[9] A draft Environmental Impact Review was being compiled for the AVE project as of the drafting of this report.

West Village is a mixed-use proposal located at the southwest corner of Agoura and Kanan Roads. The Agoura Village Specific Plan identifies this location as one of the primary development sites intended to become Agoura's core village center. The project site comprises 18.06 acres across three parcels. Two parcels (totaling 7.37 acres) are the development parcels. The third parcel (10.87 acres) will be preserved for open space. On the two development parcels, approximately 39,468 gross square feet of commercial space and 78 apartment units are proposed.

AN Investments is proposed to be located on Agoura Road. The project is a mixed-use development with office, retail, restaurant and multi-family residential units. The project consists of 15 residential units, seven live-work spaces, and four retail units, all with a subterranean garage.

Residential growth within the City is generally limited to single family housing in infill lots in the Old Agoura and Indian Hills communities; however, this is annually two to three houses per year on average. The City indicated that there is a lack of vacant residential property within the City's boundaries. As of 2013, the City identified vacant lots with space for 107 dwelling units—84 single-family residences and 23 multi-family units.[10] This estimate does not include estimates for the Agoura Village Specific Plan area.

Growth Strategies and Constraints

The City's primary planning document is its General Plan (GP), which was updated in 2010. The Housing Element was most recently updated in 2013. As mentioned, land use planning is also accomplished in the City's Agoura Village Specific Plan and the Ladyface Mountain Specific Plan. The planning area identified within the City's GP and supplemental planning documents is limited to the area within its incorporated boundaries and SOI.

Basic land use patterns are well established in the City, with residential neighborhoods predominantly developed and limited opportunities for infill development remaining. Agoura Hills' neighborhoods are viewed as one of the community's most desirable features, and preservation of these neighborhoods remains a priority of the GP. The land use policies in the GP focus on how population and employment growth can be managed to preserve the qualities that distinguish the City's neighborhoods, business districts, and open spaces. They recognize that most of the City will be conserved for its existing type and densities of land use. At the same time, they recognize that change will occur in limited areas that 1) have been previously planned to accept growth; 2) enable existing commercial centers and

[9] City of Agoura Hills, The AVE Poject Initial Study, 2018, p. 8.

[10] City of Agoura Hills, General Plan Housing Element – Appendix A, 2013, p. 8.

business districts to sustain their economic vitality and evolve in response to changing market dynamics; and 3) to meet mandates for more sustainable forms of development that reduce reliance on the automobile, consume less energy and water, and produce less pollution and greenhouse gas emissions. In these locations, policies provide for contextual infill that builds upon existing development and is sensitive to its environmental setting.

Growth within and adjacent to the City is constrained by topography, preference for a rural character, and environmental issues. The City is surrounded by hills. Much of the hillside areas in the City are under public ownership or have been deed restricted as permanent open space. Where development is allowed, the steepness of slope dictates permitted densities. The City's GP states that preservation of the rural character of the City is an important priority.

Additionally, growth within existing residential areas where space still exists (Old Agoura and Indian Hills) is constrained by the lack of a wastewater collection system. Some residences are served by individual septic tanks and leach lines, which will prevent the development of higher density housing.[11]

Sphere of Influence

The City's current SOI encompasses the same territory as the City's boundaries, totaling 5,003 acres.[12] There are six areas for potential inclusion in the City's SOI to enable future annexation. The following discussion summarizes characteristics of these areas, which are labelled alphabetically for purposes of this MSR and map identification in Figure 4-7.

Area "L" – The City submitted an application to LAFCO for the annexation of Cheseboro Meadow, the Agoura Equestrian Estates formerly proposed development, and the entirety of the Cheseboro Road right of way.[13] Area L consists of 116.67 acres of mostly vacant uninhabited land with portions of Cheseboro Canyon Creek and Cheseboro Road. There are no structures in Area L. The area is bounded on the west by the City and on the east by the Santa Monica Mountains. The area was proposed for annexation to add the proposed Agoura Equestrian Estates (AEE) development to the City and to add the portion of Cheseboro Road that is partially in unincorporated territory, presenting a challenge to the County to serve.

The AEE development was proposed to include 15 low-density single-family dwelling units on 22 acres south of Cheseboro Road. The remainder of the proposed annexation area was planned to remain permanent open space. The EIR for the development was completed; however, the Santa Monica Mountains Conservancy (Conservancy) has since purchased the property in an effort to preserve it, which has blocked the AEE development from occurring. The Conservancy has indicated that it does not object to annexing into the City.

The area north of Cheseboro Road consists of open space also owned and managed by the Conservancy. This territory has been within the SMMC inventory for at least a decade. Although these areas are owned by the Conservancy for preservation purposes with little potential for development, both areas were included in the City's proposal based on guidance

[11] City of Agoura Hills, GeneralPlan Housing Element, 2013, III-27.

[12] Area estimates from LAFCO GIS, 6/3/2020.

[13] LAFCO File No. 2015-10

from LAFCO that these areas should appropriately be within the city limits as dedicated open space. Further, inclusion of these areas allowed for addressing street maintenance inefficiencies along the brief portion of unincorporated Cheseboro Road, by including the entire Cheseboro Road right-of-way.

The unincorporated section of Cheseboro Road was damaged by the Woolsey Fire in 2018, but the City could not unilaterally fix it because it was the County's responsibility. Ultimately, it was a joint County and City coordinated effort to re-open the road after the fire. Generally, when a road has incorporated territory on one side and unincorporated territory on the other, it has been LAFCO practice to place the jurisdictional boundary in the center of the right-of-way. In the case of Cheseboro Road, this practice would not address the identified service inefficiencies. Given that a primary motivation is to put responsibility for the entirety of the Cheseboro Road right-of-way within the jurisdiction of the City of Agoura Hills, as agreed upon by the County, the City of Agoura Hills and LAFCO, the entirety of the Cheseboro Road right-of-way to the easterly side of the road is included as part of the application.

Area "I" – Agoura Hills submitted an application to LAFCO in 2018 to annex Area I[14] in competition with an application from the City of Calabasas[15] to annex the same property. LAFCO ultimately denied the City of Calabasas' application, and Agoura Hills' application for annexation was never processed to completion. There continues to be multiple invested stakeholders with differing views on which agency should govern the property. Additionally, there are varying positions on which municipality is most affected by Area I activities and future land use decisions.

Area I is approximately 43 acres with five properties, including three with commercial uses—two parcels where Spirent Communications is located, one parcel occupied by the Kythera building, one vacant commercial site, and one 27-acre open space parcel. The property is the office for Spirent Communications—a United Kingdom-based telecommunications company—which produces significant property tax and sales tax revenue. Area I is abutted by the City of Agoura Hills to the west and south, the City of Calabasas to the south and east, and unincorporated Los Angeles County to the north. Agoura Road runs through the unincorporated area between the cities of Agoura Hills and Calabasas.

The Spirent Communications property is located just south of the 101 Highway and east of Liberty Canyon Road, abutting the city limits of Agoura Hills. Given the proximity of the property, Agoura Hills has concerns about uses impacting its residential community to the immediate south along Liberty Canyon Road, as the nearest residential community to the property. Also, Agoura Hills asserts that it is well-positioned to serve the property given its contiguity to Agoura Hills' city limits. However, two landowners and the two businesses in Area I indicated support for the City of Calabasas' bid for annexation.[16]

[14] LAFCO File No. 2018-12

[15] LAFCO File No. 2014-04

[16] Los Angeles LAFCO, Staff Report Agenda Item No. 7.a. January 9, 2019, p. 7.

Another notable concern is the unstable hillside affecting Area I, which has a history of erosion and slumping, particularly after rain events, which raises concerns of potential mudslides. The vacant lot in Area I has experienced landslides in the past that required remediation. Agoura Hills reported that it had an expert conclude that there is still a chance of geologic issues at that property and the issues pose a hazard.

Early on in the course of the annexation process, the two cities met and discussed concerns of 1) no modification of the County conditions of approval (i.e., hours of operation, hours of delivery and shipment) at the commercial properties, 2) no intensification or industrialization of uses on the commercial properties, 3) preservation of the vacant and open space lots as open space, and 4) Agoura Road will remain a two-lane road with landscaped medians and reduced lighting.[17] These issues highlight those concerns that were and continue to be significant to Agoura Hills and its residents with regard to Area I. To assure these issues, as well as erosion issues are addressed, the three land use agencies with vested interest in the area should consider a joint agreement, in lieu of annexation by either city. Other options related to this property are addressed in the SOI analysis and recommendations in this chapter.

The City has indicated that it will continue to pursue inclusion of Area I in its SOI for the reasons stated in its application to LAFCO, in particular because the nearest residents to Area are within the City of Agoura Hills and the City believes that development and operations of Area I properties would primarily affect Agoura Hills' residents in the Liberty Canyon area.[18]

Conversely, the property owner of the Spirent Communications property and building indicated that it would oppose any attempts to place the territory in Agoura Hills' SOI.[19] Additionally, the landowner asserts that the property entitlements give the City of Agoura Hills adequate oversight over possible use impacts. The CUP (Conditional Use Permit) names the City of Agoura Hills as a beneficiary of a restrictive covenant, which, among other things, requires the property owner to inform the City of any future ownership changes and appear before the Agoura Hills City Council to answer any questions regarding any proposed change in use of the property.[20]

Area "M" – Area M is an unincorporated island of 40 acres surrounded by the City of Agoura Hills to the west and the City of Calabasas to the north, east and south. The area is a residential subdivision that is almost fully developed with two vacant lots. While Area M is surrounded by the City of Calabasas on three sides, it is only accessible through the City of Agoura Hills via Jim Bowie Road, making Agoura Hills the most efficient service provider to the area.

LAFCO is charged with promoting logical boundaries and limiting islands of unincorporated territory which create inefficient service structures. Further, to promote annexation of islands, Government Code §56375 (a)(4)(C) precludes LAFCO from

[17] City of Agoura Hills, Report to City Council – Summary of Proposed Annexation of Properties Along Agoura Road, April 23, 2014.

[18] City of Agoura Hills, Comment Letter on MSR Public Review Draft, August 12, 2020.

[19] Armbruster Goldsmith & Delvac LLP on behalf of Liberty Canyon Technology Center and Cypress Land Company, Comment Letter on MSR Public Review Draft, August 11, 2020.

[20] Conditional Use Permit No. 98-129 (3)

disapproving annexation of contiguous territory that is defined as an unincorporated island and meets the requirements outlined in Government Code §56375.3.

Given the nature of the subdivision as an island, it is recommended that the area be placed in the City's SOI. Recommendations related to this property are addressed in the SOI analysis and recommendations in this chapter.

Areas "N" and "O" – Area N is a 28.11-acre territory that is a subject of the City's 2018 application to LAFCO for annexation.[21] The application was submitted in conjunction with the application for Area I previously referenced. Area N consists of 39 parcels with one parcel being protected open space and the remaining 38 parcels residential, of which 37 parcels each have single-family residences and one parcel is vacant. There are no plans by the City of Agoura Hills to change land uses in the area if annexed.

Area O is just south of Area N. Area O consists of eight parcels on 24.5 acres, which are entirely zoned as light agricultural with lots ranging in size from one to five acres and permitted uses of single family residences, cultivation of crops, greenhouses, raising of cattle, horses, sheep, goats, poultry, etc. A residential development was approved in the area as part of the Los Angeles County entitlement process, and appears to be largely complete with seven new residences and an additional residence on the "Schott in the Dark Farm" property. Should Agoura Hills annex Area N, then Area O should be considered for annexation as well to promote logical boundaries and prevent a small developed area from remaining in unincorporated territory creating service inefficiencies.

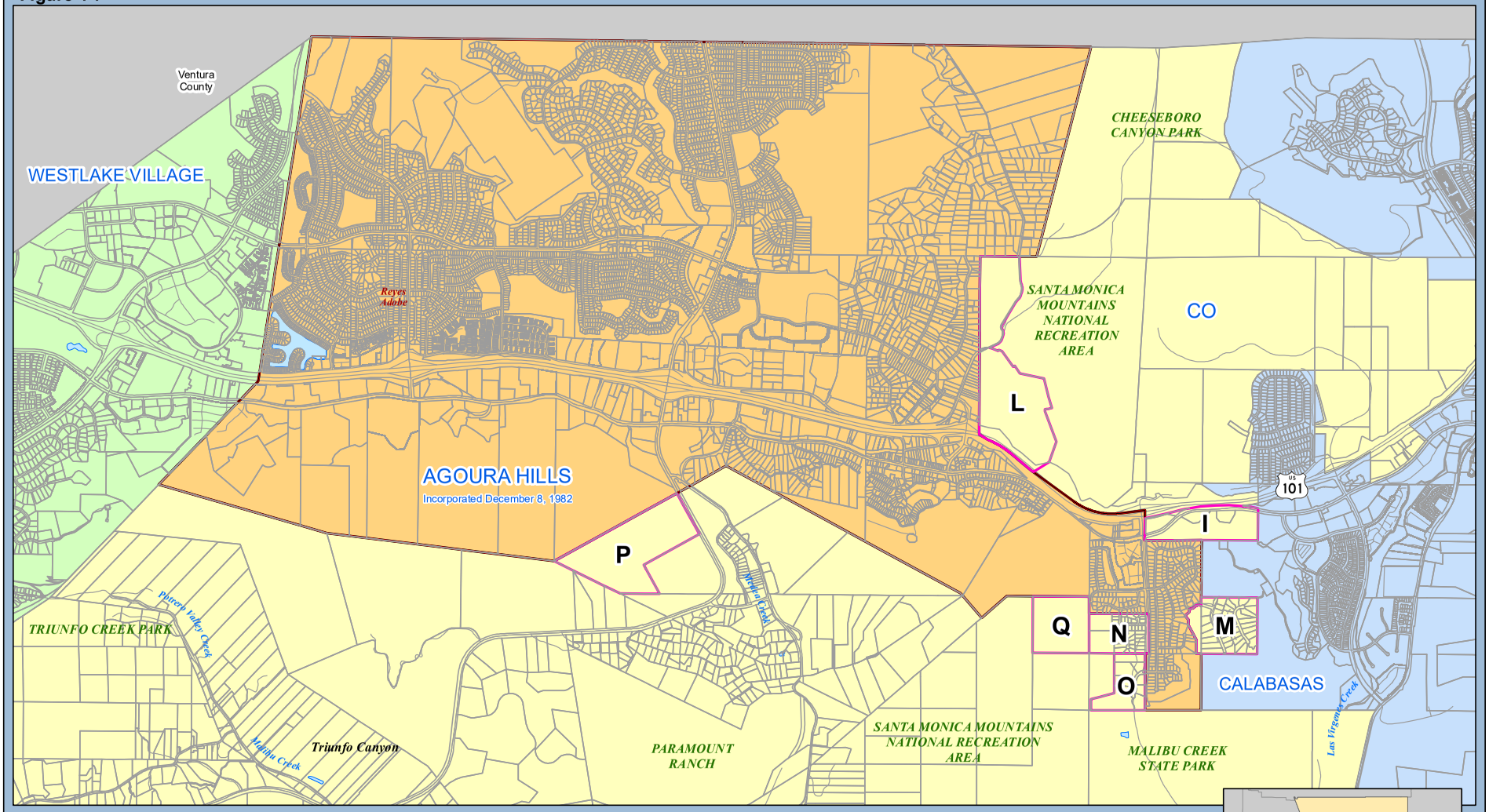
Malibu State Park is located to the west of Area O and south of Area N precluding growth from extending beyond the two areas.

Area "P" – Area P, also known as Triangle Ranch, was once considered for development of 60 residences by the County. However, a majority of the property has since been purchased by the Santa Monica Mountains Conservancy for the purpose of preservation. The western portion of Phase 4 of the Triangle Ranch project consists of 84 acres. The development has an approved tentative tract map for up to 34 ranch style homes, but the project has not yet begun construction.

Area "Q" – This 40-acre area is an undeveloped single parcel zoned as light agriculture with steep terrain. The area is identified as a significant ecological area (SEA) in the County's General Plan. SEAs are officially designated areas with irreplaceable biological resources. Development within SEAs is controlled by the SEA ordinance, which establishes the permitting, design standards, and review process. The new SEA ordinance went into effect on January 16, 2020. The City considered this area for annexation in the past prior to it being identified as an SEA. Given the parcel's designation as an SEA and related restrictions on growth, construction on and use of the parcel, while not prohibited, is not anticipated to occur in the near term.

[21] LAFCO File No. 2018-12.

Figure 4-7



Agoura Hills Sphere of Influence

Legend

- City of Agoura Hills
- Agoura Hills Sphere of Influence (SOI), Coterminous

Sphere of Influence History

Action	Effective Date
Established	01-09-85
Reconfirmed	02-12-86
Reconfirmed	08-25-04
Reconfirmed	10-10-12

1 in = 0.4 miles

0 0.275 0.55 1.1 Miles

N W E S

Revised: June 2, 2020 C:\GIS\AgouraHills_PCA

DISADVANTAGED UNINCORPORATED COMMUNITIES

No disadvantaged unincorporated communities as defined in Government Code §56033.5 exist within or adjacent to the City's boundary or SOI.

FINANCIAL ABILITY TO PROVIDE SERVICES

The California State Auditor's Office ranked the City of Agoura Hills as being at "low risk" of fiscal distress (based on FY17 financial statements), and ranked 336 out of 471 California cities ("1" being at greatest risk of fiscal distress) earning 83.5 points out of 100.[22]

The City of Agoura Hills' budget is composed of a mix of revenues generated from commercial and residential uses. Sales taxes and transient occupancy tax, attributable to commercial uses, account for approximately 54 percent of FY20 General Fund tax revenues in addition to property and other taxes. With the City mid-year update in July 2020, FY19-20 and FY20-21 budget forecasts reduced these key revenues 10 percent to 20 percent compared to earlier projections.

Contract services provided by the County Sheriff's Department and CFPD, other agencies, and private contractors comprise about 40 percent of FY19-20 General Fund expenditures.[23]

Balanced Budget

All agencies in California are required to adopt balanced budgets. Annual budgets should show revenues at least equal to expenditures without relying on reserves. Unbalanced budgets will deplete reserves and may contribute to deferred maintenance and reduced services. Revenues in excess of expenditures can help to fund reserves, capital improvements, and increases in service levels.

The City's financial statements show General Fund revenues exceeding expenditures (before capital outlay) in FY16-17 through FY17-18 by 9% and 11%, respectively; in FY18-19 the General Fund budget was about break-even. Over the three year period from FY16-17 through FY18-19, General Fund revenues grew at a compound annual average growth rate of 4.6 percent, qualifying as a "moderate risk" (0 to 10 percent).

COVID-19 caused a reduction in sales taxes and transient occupancy taxes in FY19-20 and projected FY20-21. The City maintained a balanced budget through various expenditure reductions, including reduced community services and recreation programs and corresponding reductions in related staff costs and expenses. Some City administrative staff cost reductions occurred, and certain Public Works costs were shifted to non-General Fund categories. Sheriff contract cost increases of 5.5 percent in FY20-21 were partially offset by reduction of one sheriff position.[24]

[22] Fiscal Health of California Cities, https://www.auditor.ca.gov/bsa/cities_risk_index, downloaded 2/12/2020.

[23] City of Agoura Hills Budget for the Fiscal Years 2019-20/2020-21, Consolidated Financial Schedule, pg. 2-18.

[24] City of Agoura Hills Fiscal Year 2019/20 and 2020/21 Mid-Cycle Budget Review, July 8, 2020.

Fund Balances, Reserves and Liquidity

Fund balances, reserves and cash assets should include adequate funds for short-term cash flow and liquidity, and provide funding for longer-term cost increases and capital needs.

Total Governmental Fund balances grew in FY16-17 and FY17-18, then declined in FY18-19 due to the use of fund balances for capital improvements. At the end of FY18-19, total Governmental Fund balances totaled 136 percent compared to FY18-19 Governmental Fund expenditures.

At the end of FY18-19 the General Fund's unassigned fund balance was approximately 56 percent, or 7 months, of General Fund expenditures; this qualifies as "low" risk (greater than 50 percent, or 6 months) according to the State Auditor.

The City's policy goal[25] is to designate an amount equal to or greater than forty percent (40%) of each year's proposed General Fund Operating Budget as the City's unobligated General Fund Reserve for "cash flow requirements and contingencies, such as exposure to natural disasters, exposure to economic impacts, and vulnerability to actions of the State."[26]

The City's FY21 budget continues to show General Fund reserves exceeding their 40 percent policy goal; the reserves did not change significantly from FY19-20 to FY20-21.

Net Position

An agency's "Net Position" as reported in its CAFR represents the amount by which assets (e.g., cash, capital assets, other assets) exceed liabilities (e.g., debts, unfunded pension and OPEB liabilities, other liabilities). A positive Net Position provides an indicator of financial soundness over the long-term and ability to fund capital improvements. A negative Net Position is an indicator of potential fiscal distress.

The City's financial statements show positive total and unrestricted net positions. According to a recent survey of financial statements for 482 California cities, Agoura Hills ranked 33rd highest in Unrestricted Net Position per resident.[27]

Rates and Charges

According to the City's FY18-19 financial statements, Charges for Services totaled $1.2 million, or about 7 percent of General Fund revenues.

The City's last review of fees and charges was in 2012.[28]

[25] City of Agoura Hills Resolution No. 05-1378, June 2005. The calculation in the current report uses the "unassigned" General Fund balance reported in the City's CAFR (FY18-19, pg. 18).

[26] City of Agoura Hills Budget for the Fiscal Years FY19-20 and FY20-21, pg. 2-8.

[27] California Sen. John M.W. Moorlach's Financial Soundness Rankings for California's 482 Cities, January 16, 2020.

[28] City of Agoura Hills Comprehensive User Fee Study Report, June 13, 2012, Willdan Financial Services.

Long-Term Debt

Excessive long-term debt incurs interest charges that consume financial resources that could otherwise fund needed services and capital improvements.

Total debt liabilities (excluding pensions and OPEB) equal approximately 50 percent of total governmental revenues, which qualifies as a "moderate" level of risk (40-100 percent). Annual debt service is relatively low, equaling about 3 to 5 percent of total governmental revenues and General Fund revenues, respectively.

The City received an "AA+" rating (investment grade, high quality, with very low credit risk) for its 2013 debt issuance.

Pension and OPEB Liabilities

Unfunded pension and OPEB liabilities present one of the most serious fiscal challenges facing many cities and districts. However, the City of Agoura Hills' payroll is low relative to its total budget, and total pension payments, including "normal" costs and unfunded liabilities (UAL), represent approximately 2 percent of the City's total governmental revenues, which earns the City a "low" risk designation (below 6 percent).

Projected "normal" cost, excluding unfunded liabilities (UAL), remains at 7.7 percent to 10.5 percent of covered payroll for PEPRA and other employees through FY25-26, respectively; CalPERS projections show a 53 percent increase in pension payments towards unfunded accrued liabilities (UAL) from FY20-21 through FY25-26.[29]

The City's FY18-19 total unfunded liability represents 20 percent of total governmental revenues which the State Auditor designates "low" risk (under 50 percent), an increase from 16 percent in FY16-17.[30] The funded portion of the City's plan is 77 percent of its total obligation, which indicates the City is at "moderate" risk (70-80 percent).

The City currently funds OPEB benefits on a pay-as-you-go basis. The City's net OPEB reported by the FY18-19 CAFR as of the end of FY18-19 is $1,005,573.

Capital Assets

Capital assets must be adequately maintained and replaced over time and expanded as needed to accommodate future demand and respond to regulatory and technical changes.

The City's net value of depreciable capital assets slightly exceeded 50 percent of total capital asset value at the end of FY18-19. After a significant increase in value during FY16-17 due to the completion of construction projects, the net value declined slightly due to depreciation.

[29] Misc. Plan and PEPRA Misc. Plan of the City of Agoura Hills, CalPERS Annual Valuation Reports as of June 30, 2018, published July 2019, pg. 5.

[30] Fiscal Health of California Cities, https://www.auditor.ca.gov/bsa/cities_risk_index, downloaded 2/12/2020. The State Auditor's results were based on FY16-17 financial documents.

The City's budget includes an annual Capital Improvement Program showing the current budget year expenditures by funding source, and the next four years.

Financial Planning and Reporting

Achieving transparency and public accountability standards dictates that cities provide easily accessible and clear documentation of their activities, including financial information.

Financial Policies – The City's Financial Policy provides for the implementation, review and update of its financial policies, policies and procedures, which address reserves, investment, investment, debt, and independent auditor.

Website – The City's website provides recent copies of budgets, financial statements and supplemental reports. No documents or links to compensation information was found on the website.

Annual Budget and CAFR/Financial Statements – The City produces an annual budget that provides a comprehensive and detailed view of the budget, including comparisons to recent years. The City does not prepare "fiscal health indicators", but does monitor the financial risk indicators prepared by the State Auditor. The City prepares its annual CAFR in a timely manner (within 6 months of the end of the subject FY).

Financial Forecasts – The City does not prepare a long-term budget forecast.

Capital Improvement Program – The City's budget includes an annual Capital Improvement Program with five-year projections of costs and funding.

AGOURA HILLS MUNICIPAL SERVICES

The City of Agoura Hills offers municipal services through a combination of contract services and directly by city staff. Figure 4-8 summarizes the manner in which each municipal service is provided.

Figure 4-8: City of Agoura Hills Municipal Service Structure

Service	Provider
Land Use	City of Agoura Hills
Law Enforcement	Los Angeles County Sheriff by contract, Las Virgenes Parking Authority for parking citations
Animal Control	Los Angeles County Animal Care and Control by contract
Fire Protection	Consolidated Fire Protection District of Los Angeles County (CFPD)
Paramedic	Consolidated Fire Protection District of Los Angeles County (CFPD)
Ambulance	McCormick Ambulance (per agreement with Los Angeles County Department of Health Services)
Domestic Water	Las Virgenes Municipal Water District
Recycled Water	Las Virgenes Municipal Water District
Wastewater Collection	Consolidated Sewer Maintenance District maintains City-owned collection system, treated by Las Virgenes Municipal Water District
Wastewater Treatment	Las Virgenes Municipal Water District
Solid Waste	Franchise agreement with Waste Management, Inc.
Street Maintenance	Private contractor/County of Los Angeles (Los Angeles County Public Works) by contract
Landscape Maintenance	Contract with private contractor
Stormwater/Drainage/Water Quality	City of Agoura Hills/Los Angeles County (Los Angeles County Public Works) by contract

Service	Provider
Flood Control	Los Angeles County Flood Control District
Park Maintenance	Contract with private contractor
Recreation	City of Agoura Hills
Library	County of Los Angeles Public Library System
Transit	Dial-a-Ride provided by City of Thousand Oaks by contract/Ventura Transit provides special event transit Route 161 by LA Metro Commuter Express by LA Department of Transportation
Mosquito/Vector Control	Los Angeles County West Vector Control District

Legislative, Administration and General Services

The City Manager is appointed by the City Council. The City Manager is relied on to carry out the Council's policies and guide the overall direction of the City while managing operations such as municipal services, activities, finance, and personnel. Some responsibilities include handling policy matters, responding to citizen requests and inquiries, preparing the annual budget, and monitoring the City's financial condition. The Public Facilities Department is a division of the Department of the City Manager, which contracts with companies and private contractors to provide maintenance for the City's civic center as well as its various technology.

The Department of the City Clerk is tasked with the management of records and information for the City of Agoura Hills. It must maintain and preserve official documents as well as the legislative history of the City. The City Clerk also serves as the City's Election Official and facilitates biennial Ethics Training for Fair Political Practices Commission code filers.

The duties of the Department of Finance and Information Technology are twofold. Fiscally, it collects revenue, reports expenses, invests City funds, and is responsible for audit and budget coordination. In terms of technology, this department works to maintain and advance the City's network and infrastructure.

The Department for Human Resources collaborates with all City departments and operates within budget constraints to fulfill staffing needs and manage personnel matters. The Department manages benefits and compensation packages, training and development programs, as well as health and safety initiatives, and risk management procedures. The Department of Human Resources is under the direct supervision of the Assistant City Manager.

The City of Agoura Hills contracts out for City Attorney services from the law firm of Richards, Watson & Gershon. This department provides legal counsel and services to the City Council, advisory boards, commissions, staff, and the Agoura Hills-Calabasas Community Center.

Law Enforcement and Emergency Services

The City receives contract law enforcement services from the Los Angeles County Sheriff's Department from its Lost Hills Station located just east of the City along Agoura Road. Law enforcement services entail patrol, traffic enforcement, public safety services, juvenile programs, and access to air support, and specialized enforcement. The City indicated that while the contract services are costly, that it is overall satisfied with the level of service provided.[31]

The City receives monthly crime statistic reports from the Sheriff's Department. Over the period from January 1, 2019 to April 30, 2019, there were 11 violent crimes[32] in the City of Agoura Hills. During the same time frame in 2020, violent crimes declined to 7, which is a 36 percent decrease. Property crimes[33] also declined from 105 to 93 from 2019 to 2020, which is a 11 percent decrease.[34]

The City's contract with the Sheriff's Office does not define a minimum staffing standard of officers per residents. The City's General Plan contains no policies with regard to the ratio of police officers per population to be maintained. The City's contract with the Sheriff calls for 10.1 deputy positions,[35] which equals 0.49 deputies per 1,000 population.

The Emergency Services Department of Agoura Hills is responsible for disaster response and preparedness, while LACACC provides animal care and control needs and educational programs as a contracted service.

Fire Protection

Fire protection services are provided by local Fire Stations Number 65 and 89 through Division 7 of the Consolidated Fire Protection District of Los Angeles County (CFPD). The District provides suppression, rescue, and fire prevention activities on a daily basis to Agoura Hills residents and businesses. These activities include responding to structural, mobile, and natural vegetation fires, rescue and emergency medical calls, special incidents, and disaster response. The City has no responsibility for fire protection and related services; all services are funded by CFPD revenues.

The CFPD provides the City with monthly incident reports. The City did not indicate any issues or concerns with regard to the services provided by the District.

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[31] Interview with Deputy City Manager, Louis Celaya, March 3, 2020.

[32] Criminal homicide, rape, robbery, and aggravated assault.

[33] Burglary, larceny theft, grand theft auto, and arson.

[34] Los Angeles County Sheriff's Department, Malibu/Lost Hills Station Part 1 Crimes, January 1-April 30, 2019 and 2020.

[35] Los Angeles County Sheriff's Department, Service Level Authorization, Agoura Hills, 2020-2021.

ISO provides ratings on a scale of 1 to 10 (with 1 being the highest) to reflect the relative responsiveness and effectiveness of fire service, water supply, and other essential resources to suppress fire. As of 2017, Division 7 of CFPD has an ISO rating of 2 for the region it serves, including the City of Agoura Hills.

Building and Safety/Planning Services

The Building and Safety Department exists to ensure compliance with the City's building codes. These codes regulate building and structural elements such as design, use, safety, construction, and maintenance. This office has walk-up counter hours, offers plan reviews, and completes inspection requests.

The Department for Planning and Community Development supports and implements the GP for the City. This entails efforts such as processing land use and development permits, acting in accordance with the zoning ordinance and municipal codes, preparing long range planning studies, managing affordable housing programs, planning and implementing programs related to the use of open space, conducting environmental analysis, and processing business licenses. The department must also provide staffing services to the City Council and Planning Commission as it pertains to planning matters. Lastly, it is responsible for applying for and managing grants.

Public Works

Through a combination of in-house staff and contracted services, the Department of Public Works and Engineering oversees public infrastructure, capital improvement projects, land development, and stormwater management. The Department must also maintain and respond to service requests regarding the City's streets, parks, sewers, traffic signals, medians, and weed and litter abatement. The City maintains a contract with Burns Construction, a private company, to supplement services provided through an existing agreement with Los Angeles County Public Works.

Street Maintenance

The City most recently updated its Pavement Maintenance System in 2017. A majority of the City's 63 centerline miles of arterials and public streets are considered to be in good condition with the entire network having an area-weighted Pavement Condition Index (PCI) of 81.[36] Although the area-weighted PCI of the network is high, there are 203 pavement sections, comprising approximately 6.1 million square feet that are currently below or are expected to deteriorate below the critical PCI value of 70 by 2024 without remediation. The pavement sections in need of rehabilitation have failed for various reasons including both climate- and load-related distresses.[37]

The City's five-year capital improvement plan (CIP), through FY23-24, allocates $16.3 million towards street related projects. Major projects during that time frame include

[36] A PCI of 70 to 84 is "good" and 85 to 100 is considered "excellent."

[37] City of Agoura Hills, Citywide Pavement Management System, 2017, p. 2.

citywide street resurfacing ($3.9 million), the Palo Comado Interchange Project ($6 million), the Roadside Bridge Widening ($2.8 million), and the Kanan Corridor Project ($2.5 million).

Stormwater and Flood Control

Flood control, stormwater, and water quality services are related municipal services that are provided via a multifaceted approach within and surrounding the City. The Los Angeles County Flood Control District (LACFCD) manages and maintains all concrete structures and major flood control facilities. Additionally, LACFCD provides maintenance of City-owned lateral lines and catch basins under a contract service arrangement with the cities. In the case of Agoura Hills, the City contracts with LACFCD for maintenance of a majority of its stormwater system. However, the City has maintained responsibility for one debris basin and one inlet for which it contracts with a private provider for cleaning.

Concerns regarding water quality of stormwater runoff having adverse impacts on area watersheds led to requirements for municipalities to meet municipal separate storm sewer systems (MS4) water quality NPDES permit conditions and develop stormwater management programs (SWMPs). The SWMP describes the stormwater control practices that will be implemented consistent with permit requirements to minimize the discharge of pollutants from the storm sewer system. Agoura Hills stormwater runoff flows into the Malibu Creek Watershed, which drains an area of approximately 109 square miles, including the entirety of the MSR study area. Area cities coordinate MS4 permit (Los Angeles County MS4 Permit Order No. R4-2012-0175) compliance efforts through the Malibu Creek Watershed Management Group (MCWMG), of which the City of Agoura Hills is the lead coordinator, overseeing contract water sampling services and paying invoices. The efforts of the group are regulated by the Los Angeles Regional Water Quality Control Board (RWQCB), and mandated outcomes are outlined in the permit order. The group plans to meet final compliance with the permit order requirements by 2023.

As a part of its compliance efforts, Agoura Hills, in conjunction with the County, is spearheading a water quality treatment plant that is estimated to cost $20.5 million. The facility will remove streamflow, provide treatment, and retain the captured streamflow for non-potable uses. Runoff that is captured and treated as part of this Project can be used for a variety of applications to offset potable water demand. In the Los Angeles area, treated urban runoff has been used for surface irrigation, toilet flushing, and industrial applications.[38] The project is presently in the design phase, which is anticipated to be completed by the end of 2020. The plant is to be located on County property, which the City will own and maintain the facility. The City is in the process of identifying funding sources, which will potentially include Proposition 1 funds and other grant funds, such as the State Revolving Fund.

Parks and Recreation

The Community Services, Parks & Recreation Department oversees activities and resources to engage citizens and provide recreational opportunities. This department manages senior services, volunteer opportunities, transportation, park maintenance, as well

[38] Malibu Creek Watershed Management Group, Enhanced Watershed Management Program for Malibu Creek Watershed, 2018, p. 46.

as hosting and registration for various classes, leagues, camps, and special events. Park maintenance is provided by contract overseen by the Department.

The City owns and maintains six parks comprising 73.5 acres of local park and recreational space. In addition to the City-owned parks, local schools serve as joint recreational facilities. The Las Virgenes Unified School District includes five school sites that are available for recreational use after school hours and on weekends.

The City does not maintain a parks master plan. In its GP, the City adopted a service level goal (CS-1.1) of eight acres of park and open space per 1,000 residents, three acres of local park and recreational space per 1,000 persons, and five acres of open space per 1,000 acres. It is apparent that the City is easily meeting its park and open space service level goal with 68 acres of combined parkland and open space per 1,000 residents within the City, and 3.6 acres of local parkland per 1,000 residents.

Agoura Hills is a member of the Agoura Hills/Calabasas Community Center (AHCCC) JPA. The AHCCC gym/community center offers services to residents of both the City of Agoura Hills and Calabasas through an enterprise fund.

Transit

As part of the City's Parks and Recreation Department's functions it contracts with the City of Thousand Oaks to offer the Dial-a-Ride service and with Ventura Transit to offer special event and recreation transit services.

Library

Library services in the City are provided by the County of Los Angeles Public Library System (CLAPLS). Over the years, library services have been located at various sites including several schools and, in 1970, a 7,500-square-foot storefront facility. In 2001, the former Las Virgenes Library became the "Agoura Hills" Library, moving to a new 17,500-square-foot facility that is part of the City Hall Civic Center. Library services include a children's reading room, conference rooms, multimedia services, special collections, numerous reading and educational programs, and a bookstore.

Solid Waste

The Solid Waste Management Department is responsible for waste removal as well as the City's recycling efforts and other disposal needs. These services are provided through a franchise agreement with Waste Management. The City is responsible for meeting mandated State and federal goals for waste reduction. In order to accomplish this, the Department offers a number of specific waste and recycling programs including hazardous and green waste removal programs and recycling programs for Christmas trees, phone books, and curbside recycling. A grant from the California Integrated Waste Management Board (CIWMB) has also allowed the Department to implement a Used Oil Recycling program.

Water

Las Virgenes Municipal Water District (LVMWD) provides potable water (as well as wastewater treatment, recycled water and biosolids composting) to residents in the cities of Agoura Hills, Calabasas, Hidden Hills, Westlake Village, and unincorporated areas of western Los Angeles County.

All of the District's water supplies must be imported from Northern California through Metropolitan Water District of Southern California (MWD), the primary water wholesaler in the region. Originating in the High Sierras, water is transported more than 400 miles through the State Water Project's California Aqueduct entering the LVMWD service area at the east end of Calabasas. Water is then distributed throughout the District.

The most recent Consumer Confidence Report for LVMWD is for 2018. In that year, the District did not exceed limits for any contaminants, meaning it was 100 percent compliant with drinking water quality standards.[39] By comparison, the industry standard for compliance with National Primary Drinking Water Regulations (NPDWRs) is 99 percent (361 days) of the year.

Wastewater

The Consolidated Sewer Maintenance District, contracted by the City, maintains the wastewater collection system and handles any overflows. The District is managed by the County of Los Angeles Department of Public Works Sewer Maintenance (SMD) and provides sewage collection services to over 2 million customers in unincorporated County areas, 37 member cities, and 2 contracted cities.[40] City personnel, in collaboration with SMD personnel, administer the City's sewer collection system operation, provide engineering evaluation of proposed and existing sewer facilities, administer preventive maintenance and sewer construction programs, and oversee maintenance of the wastewater collection system facilities and related records and plans.

The City of Agoura Hills' collection system consists of 54.1 miles of collection main and no pump stations.[41] The City most recently completed an update of its Sewer System Management Plan (SSMP) in 2015. The SSMP identified the 19 segments between manholes with pipe flows greater than 64 percent full. Those pipe segments equal 4,592 feet or two percent of the total system length with an estimated replacement budget of $1,970,000. However, further engineering evaluation and select flow monitoring were recommended in order to establish a firm CIP for the identified capacity needs for the collection system.[42]

The SMD has scheduled a closed-circuit television (CCTV) inspection and evaluation of the sewer pipe conditions for the entirety of Agoura Hills' collection system on five-year

[39] Las Virgenes Municipal Water District, Consumer Confidence Report, 2018

[40] https://dpw.lacounty.gov/smd/SMD/12thEdAnnualNewsletterCSMD.pdf, downloaded 5/21/2025.

[41] State Water Resources Control Board, California Integrated Water Quality SystemProject – SSO Report, 2020.

[42] City of Agoura Hills, Sewer System Management Plan, 2015.

intervals.[43] The inspection appropriately identifies and prioritizes repairs or replacement of any structurally deficient pipe segments for repair.

All wastewater agencies are required to report sanitary sewer overflows (SSOs) to SWRCB. Sewer overflows are discharges from sewer pipes, pumps and manholes. Overflows reflect the capacity and condition of collection system piping and the effectiveness of routine maintenance. The sewer overflow rate is calculated as the number of overflows per 100 miles of collection piping per year. Over the last three years (2017-2020) there were six SSO events in the City's system. Averaged over the three-year period, the City's SSO rate was about 3.7 spills per 100 miles of mains. By comparison, other wastewater agencies in California average 4.73 SSOs per 100 miles per year.

The Las Virgenes Municipal Water District provides wastewater treatment services to the residents of Agoura Hills, Calabasas, Hidden Hills, Westlake Village and unincorporated areas of Los Angeles County. The wastewater flows to the Tapia Water Reclamation (Tapia) through sewer pipes where it is treated to high-quality recycled water for use on golf courses, parklands, highway landscapes and common areas.

Located just south of Malibu Creek State Park, the wastewater treatment facility operates under a permit issued by the RWQCB or "Water Board", a State agency.[44] Tapia is owned and operated by the Las Virgenes - Triunfo Joint Powers Authority (JPA) that was established between Las Virgenes and Triunfo Water and Sanitation Districts to treat wastewater within the Malibu Creek watershed.

Between January 1, 2017 and June 1, 2020, LVMWD was issued 54 violations at the Tapia Water Reclamation Facility. Of the violations, 12 were for late or deficient reporting and 42 were for effluent violations. None of the violations were considered priority violations.

[43] City of Agoura Hills, Sewer System Management Plan, 2015.

[44] https://www.lvmwd.com/about-us/joint-powers-authority/wastewater-services/recycled-water/sprayfields downloaded 5/21/2025.

CITY OF AGOURA HILLS MSR DETERMINATIONS

Growth and Population Projections

- As of January 1, 2020, the California Department of Finance estimated the City of Agoura Hills had a population of 20,566. The City is near build-out of its residential areas and growth has been minimal in recent years.
- The Southern California Association of Governments' (SCAG) most recent population projections from 2016 anticipated an average annual growth of 0.5 percent over the 20-year period from 2020 to 2040. These projections are consistent with recent trends, remaining vacant land, and the potential for annexation of additional residential territory into the City's boundaries.
- Limited vacant property exists within the city limits with space for new residential units. Minimal opportunities for new growth exist outside of the city limits due to topography, preserved open space and recreation lands, and neighboring county/city limits.

The Location and Characteristics of Disadvantaged Unincorporated Communities Within or Contiguous to the Agency's SOI

- No disadvantaged unincorporated communities as defined in Government Code §56033.5 exist within or adjacent to the City's boundary or SOI.

Present and Planned Capacity of Public Facilities and Adequacy of Public Services, Including Infrastructure Needs and Deficiencies

- Municipal services offered directly by Agoura Hills' staff are limited to recreation and stormwater/drainage. All other services are provided by contract with a private or public provider or by responsibility of another public agency.
- Where contract services are provided, the City indicated that it receives regular use reports from the contracting agency, and there are generally no concerns about the present level or capacity of contract services offered. The level of services provided are reviewed regularly upon contract renewal.
- Significant capital improvement projects identified in the City's CIP consist of $16.3 million in street improvements and $20.5 million for a stormwater treatment plant. No further significant infrastructure deficiencies were identified for other municipal services offered by the City.
- There were no capacity concerns of note identified over the course of this review related to city municipal services. The City and contract agencies appropriately conduct assessments and planning to address infrastructure needs associated with capacity concerns. It is assumed that, given the minimal opportunities for growth

within and adjacent to Agoura Hills, the City will continue to have sufficient capacity to serve future anticipated growth.

- City management methods appear to generally meet accepted best management practices. The City prepares a budget before the beginning of each FY, has a detailed Capital Improvement Program, conducts periodic financial audits, maintains relatively current transparent financial records, regularly evaluates rates and fees, tracks employee and department workload, and has established a process to address complaints.

Financial Ability of Agencies to Provide Services

- The City has the financial ability to provide services. The City is at "low risk" of financial distress, revenue growth has been moderate and exceeds inflation, and it is meeting its adopted reserve policies which provide for adequate reserves. Its unfunded pension and OPEB liabilities are low.

Status of, and Opportunities for, Shared Facilities

- The City shares facilities through its contract services providers, in particular public safety providers that make use of regional facilities to service multiple cities and unincorporated areas. The Los Angeles County Sheriff's Department operates from its Lost Hills Station which serves five cities and unincorporated communities in the region. The City also maintains contracts with Los Angeles County Public Works, Consolidated Sewer Maintenance District, and Waste Management, Inc., which are offered out of each agency's facilities.
- The City has indicated it is satisfied with its contract service providers. No other opportunities for facility sharing were identified.

Accountability for Community Service Needs, Including Governmental Structure and Operational Efficiencies

- Accountability is best ensured when contested elections are held for governing body seats, constituent outreach is conducted to promote accountability and ensure that constituents are informed and not disenfranchised, and public agency operations and management are transparent to the public. The City demonstrated accountability with respect to these factors.
- There are seven areas where Agoura Hills' SOI could be expanded to incorporate existing or potential growth areas, as well as municipal service inefficiencies resulting from illogical boundaries.

CITY OF AGOURA HILLS SPHERE OF INFLUENCE UPDATE

Existing Sphere of Influence

The City of Agoura Hills' SOI is coterminous with its boundaries.

Sphere of Influence Analysis

The City of Agoura Hills' SOI has been unchanged for over three decades. The SOI is an indicator of LAFCO's anticipated boundary growth for the City, which enables a City to properly plan for service needs associated with its future service area.

Areas adjacent to Agoura Hills where future annexation could be considered are constrained by topography, open space preservation and recreation lands, and neighboring county/city limits. Consequently, select areas were identified for inclusion in the City's SOI based on available adjacent unincorporated territory, service inefficiencies, existing unincorporated islands, potential impacts on city residents, access, and potential for growth. These areas were discussed in detail in the Growth and Population Projections section of this chapter and identified with lettered markers for reference in Figure 4-7.

Areas I, M, N, and O are nearly built out, and therefore land uses are not anticipated to change, or development occur should they be annexed into the City. Additionally, all four of these areas are separated from other developed unincorporated areas where the County provides municipal services, which creates access challenges, service inefficiencies, and illogical boundaries dividing communities. In particular, Area M is an island of unincorporated territory entirely surrounded by incorporated territory, and the area is only accessible through the City of Agoura Hills.

Area L, while not developed, also faces similar service inefficiencies as previously described for the other proposed SOI areas. Specifically, the short stretch of Cheseboro Road that briefly exits Agoura Hills and then reenters the City, is the responsibility of the County. The County and the City have agreed that service provision would be more effective if the City were to annex the territory and maintain its streets. Area L is uninhabited and designated for open space uses to the north of Cheseboro Road and light agricultural uses to the south. While there were plans for development south of Cheseboro Road, those plans have since ceased due to purchase of the property for preservation by the Santa Monica Mountains Conservancy. The Conservancy has indicated that it does not object to annexing into the City as open space. The City does not propose any changes of land use for the areas designated as open space within Area L.

Area I has been under contention in recent years amongst the three agencies with vested interest in the unincorporated properties—the City of Agoura Hills, the City of Calabasas, and Los Angeles County. As unincorporated territory, the land use authority for the five parcels in Area I is the County of Los Angeles; however, the cities of Agoura Hills and Calabasas and their residents may be impacted by the uses in the area. Landowners and business owners located in the area have indicated a preference to be annexed by one of the neighboring cities. Additionally, given that the territory is substantially surrounded by the two cities and constrained to the north by Highway 101, the area could be considered an island with

associated service inefficiencies. In order to minimize illogical boundaries, one of LAFCO's objectives is to eliminate such islands, and therefore the territory should be included in a city's SOI to indicate LAFCO's intention to accomplish this aim and allow the city to appropriately plan for annexation of the area.

However, because of the present contentious nature of the territory, an option is to define Area I as an "Area of Concern", establish a cooperative land use agreement between the three agencies, and assess which city is best suited to take on the property upon the next SOI update. "Areas of Concern" are used by LAFCOs for geographic areas "beyond the sphere of influence in which land use decisions or other governmental actions of one local agency impact…another local agency."[45] Alternatively, should LAFCO not desire to adopt a definition for an "Area of Concern" in its policies, the three agencies could formalize their mutual commitment to coordinated land use planning in the area with their own jointly designed agreement. Los Angeles County recognized the need for "intergovernmental land use coordination" in its Santa Monica Mountains North Area Plan and the Ventura Freeway Corridor Areawide Plan. Of note, the plans identify a need for coordination to establish "a set of consistent development standards across jurisdictional boundaries to help eliminate inter-jurisdictional impacts associated from developments adjacent to two jurisdictions,"[46] much like the circumstances surrounding Area I. A cooperative agreement between the three agencies could be a useful tool to 1) allay concerns on the part of the cities regarding any potential changes in use, 2) ensure city involvement regarding decisions for an area that either city might annex and serve in the future, and 3) work towards agreement on which city may eventually annex the area.

Area P continues to have potential for development as defined in the Triangle Ranch Phase 4 project. The project has an approved tract map and the property continues to be privately owned. Should the area realize development, Agoura Hills would be the appropriate service provider given its proximity to the property.

As a significant ecological area, Area Q is under more restrictive development standards. Given the unlikelihood of development occurring in the near future on the parcel with an associated need for city services, there is no cause to include this property within the City.

Sphere of Influence Determinations

Present and planned land uses, including agricultural and open-space lands

- Like most cities, the City of Agoura Hills consists of a variety of land uses; however, predominant uses are residential, open space, and commercial. No areas within the City are classified as agricultural uses.
- Vacant property within the city limits with space for new residential units is limited. Additionally, there are minimal opportunities for new growth outside of the city limits due to topography, preserved open space and recreation lands, and neighboring county/city limits.

[45] Butte LAFCo, Operations Manual Policies and Procedures, May 6, 2010, Section 3.1.6.1

[46] Los Angeles County, Santa Monica Mountains North Area Plan, 2000, p. III-15.

- The southwestern portion of the City (generally south of Agoura Road and east of Kanan Road with exceptions) is entirely designated as "Planned Development District" for which the Agoura Village Specific Plan and Ladyface Mountain Specific Plan apply.
- Areas M, N, and O, which are proposed for inclusion in the City's SOI, are generally built out residential subdivisions, with limited open space and light agricultural uses. There are no plans on the part of Agoura Hills to change land uses in the developed areas (Areas M, N, and O) if annexed.
- Area L is uninhabited and designated for open space uses to the north of Cheseboro Road and light agricultural uses to the south. While there were plans for development south of Cheseboro Road, those plans have since ceased due to purchase of the property for preservation by the Santa Monica Mountains Conservancy. The City does not propose any changes of land use for the areas designated as open space within Area L.

Present and probable need for public facilities and services

- Based on demand indicators, there is existing demand for all municipal services offered by Agoura Hills. There will be a continued need for these services and related infrastructure based on existing demand, as well as anticipated growth-related demand within the city limits and associated with any annexations.
- Within the city limits, growth is most likely in the Agoura Specific Plan Area, where plans for service extension will be necessary in conjunction with development applications to ensure adequate infrastructure is in place and service capacity is sufficient to provide a level of service similar to other areas within the city limits.
- In the areas proposed for inclusion in the SOI, municipal service infrastructure, including water, wastewater, streets, and public safety stations already exist to serve the areas. Additionally, many of the City's contract agencies already serve the developed areas, which indicates the ability and willingness to provide continued services to the areas.

Present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide

- Municipal services offered directly by Agoura Hills' staff are limited to planning, building & safety, recreation and stormwater/drainage. All other services are provided by contract with a private or public provider or by responsibility of another public agency.
- Where contract services are provided, the City indicated that it receives regular use reports from the contracting agency, and there are generally no concerns about the present level or capacity of contract services offered. The level of services provided are reviewed regularly upon contract renewal.
- There were no capacity concerns of note identified over the course of this review related to city municipal services. The City and contract agencies appropriately conduct assessments and planning to address infrastructure needs associated with capacity concerns. It is assumed that, given the minimal opportunities for growth

within and adjacent to Agoura Hills, the City will continue to have sufficient capacity to serve future anticipated growth.

- City management methods appear to generally meet accepted best management practices. The City prepares a budget before the beginning of each FY, has a detailed Capital Improvement Program, conducts periodic financial audits, maintains relatively current transparent financial records, regularly evaluates rates and fees, tracks employee and department workload, and has established a process to address complaints.

Existence of any social or economic communities of interest

- The Santa Monica Mountains Conservancy is an economic community of interest with an aim of preserving open space in the region and surrounding the City of Agoura Hills. Purchase of property neighboring the city limits has constrained potential growth, thus precluding City expansion in these areas.
- The residents in the developed Areas M, N, and O are divided communities of interest that are separated from the other subdivisions in the area due to their exclusion from an incorporated area and related levels of service granted to residents (i.e., recreation services).

Present and probable need for water, wastewater, and structural fire protection facilities and service of any disadvantaged unincorporated communities within the existing SOI

- No disadvantaged unincorporated communities exist within or adjacent to the City's boundary or SOI.

Sphere of Influence Recommendation

LAFCO is charged with promoting logical boundaries and efficient delivery of services; therefore, this MSR recommends that LAFCO consider inclusion of Areas M, N, O, and P as well as Area L into the City of Agoura Hills' SOI. It is recommended that Areas I and Q continue to be excluded from the City's SOI.

It is recommended that Area I eventually be included in either the City of Agoura Hills' or City of Calabasas' SOI. However, it is apparent that such a recommendation is not practical at this time. In lieu of inclusion in one of the City's SOI, it is recommended that Area I be identified as an "Area of Concern" and a cooperative land use agreement, covering those issues previously discussed by the two cities, be formalized to promote collaboration amongst the County of Los Angeles, as the existing land use authority of the area, and the cities of Agoura Hills and Calabasas, as the potential future service providers and affected agencies. It is recommended that the three agencies work together to define the cooperative agreement to meet their needs and circumstances.

5. CITY OF CALABASAS

CITY OVERVIEW

The City of Calabasas was incorporated as a general law city in 1991 to gain responsibility for land use decisions. The City is located in western Los Angeles County along the Ventura Freeway. approximately 25 miles from downtown Los Angeles. Neighboring cities include Agoura Hills, Hidden Hills, and Los Angeles. A portion of the City's northern boundary also borders Ventura County. Situated in the southwestern region of the San Fernando Valley, Calabasas is tucked between the foothills of the Santa Monica and Santa Susanna Mountains.

Development of the City did not take off until the late 1960s. Unreliable water sources remained a constraint to larger-scale subdivision and development. The formation of the Las Virgenes Municipal Water District in 1958 and the Las Virgenes School District in 1963 facilitated a development boom.

Historic resources are fairly limited, with less than two hundred buildings in the City predating 1960. However, the area is rich in paleontological and archaeological resources. Preserving the historic character of Calabasas has been a long-term goal of the City and its residents.[47]

Boundaries

The City has conducted a few boundary changes since its incorporation. Most recently, in 2011, Los Angeles LAFCO approved annexation of 493 acres into the City of Calabasas. The territory included roughly 200 acres of protected open space land, one five-acre commercial property already entitled by the County for development, and an existing 110-lot residential subdivision (Mont Calabasas). The Mont Calabasas territory annexation was a six percent increase in area for Calabasas. In 2012, the City finalized the annexation. Presently, the City of Calabasas constitutes 8,806 acres or 13.76 square miles.[48]

Sphere of Influence

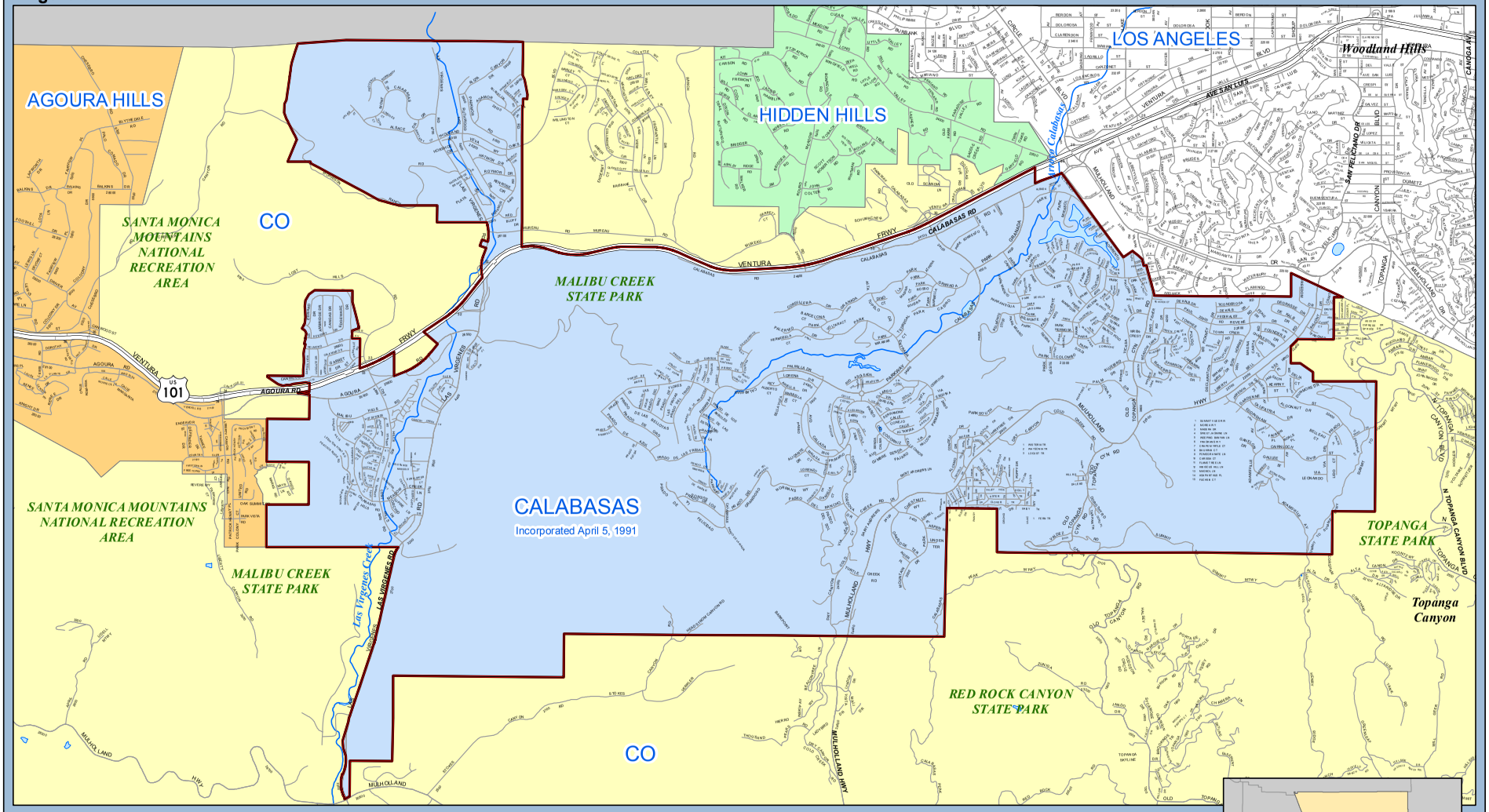
The City's sphere of influence (SOI) is coterminous with its incorporated boundary and thus encompasses the same area of 8,806 acres. Calabasas' SOI was originally established in 1992, shortly after its incorporation. The SOI was then reconfirmed by LAFCO during MSR and SOI updates without changes in 2004 and 2012. However, the SOI was expanded to coincide with annexations completed over the years. The City has completed applications to LAFCO for annexations and simultaneous SOI amendments that are not reflected as part of the SOI update process. The City's boundary and SOI are depicted in Figure 5-1.

The City has proposed seven changes to its SOI as part of this comprehensive update. These options are discussed in detail in the *Growth and Population* section of this chapter.

[47] https://www.cityofcalabasas.com/government/community-development/planning-division/city-profile

[48] Area estimates from LAFCO GIS, 6/4/2020.

Figure 5-1



Calabasas Sphere of Influence

Legend

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

Sphere of Influence History

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

1 in = 1 miles

0 0.25 0.5 1 Miles

LAFCO

Revised: November 29, 2012

ACCOUNTABILITY AND GOVERNANCE

The City of Calabasas is governed by a five-member City Council that is elected by residents to serve staggered four-year terms. Each year, City Councilmembers select the mayor to serve a one-year term. There is also a City Manager appointed by the City Council.

The annual salary for City Councilmembers is $11,712. They also receive a $3,000 vehicle allowance, pension contributions, and contributions towards life insurance/short term disability/long term disability premiums, and medical/dental/vision premiums.

The City uses an online and mobile application called "Connect with Calabasas" to track filed complaints. Complaints are also accepted by email, phone, or in-person (by appointment, depending on department).

City Council meetings occur twice monthly on the second and fourth Wednesday of each month. Council meetings are open to the public and take place at 7:00pm in the Council Chambers at City Hall under normal circumstances; however, due to the COVID-19 pandemic and declared State of Emergency by the State of California, the City has transitioned to entirely virtual meetings held on the Zoom teleconferencing system at the same time as the regularly scheduled meetings. The meetings are streamed live on the City's website, are replayed on demand on the City's website, and via CTV, which is accessible to Spectrum cable subscribers on Channel 3.

The meeting schedule can be found on the City's website. The City Council agenda is posted 72 hours before each regular meeting at City Hall, Juan de Anza Park, the Calabasas Tennis & Swim Center, Gelson's, and on the City's website. There is now an option to request the agenda be sent to an email address as well. The entire agenda packet can be found online while copies may be obtained at the Calabasas Library and the City Clerk's Office. An agenda packet and copies of the agenda are also available during the meeting on the back counter of the Council Chambers.

In 2016, the State Legislature enacted Assembly Bill (AB) 2257 (Government Code Section 54954.2) to update the Brown Act with new requirements governing the location, platform, and methods by which an agenda must be accessible on the agency's website for all meetings occurring on or after January 1, 2019. The City of Calabasas meets the agenda posting requirements outlined in AB 2257.

The City has demonstrated accountability and transparency in its disclosure of information and cooperation during the process of this MSR. The City responded to the questionnaires and cooperated with document requests.

PLANNING AND MANAGEMENT PRACTICES

While public sector management standards vary depending on the size and scope of the organization, there are minimum standards and best practices that should be followed by all agencies. Well-managed organizations evaluate employees annually, track employee and agency productivity, periodically review agency performance, prepare a budget before the beginning of the FY, conduct periodic financial audits to safeguard the public trust, maintain relatively current financial records, conduct advanced planning for future service needs, and plan and budget for capital needs.

Staffing and Organizational Structure

The City of Calabasas delivers municipal services through a combination of staff, contracts with other agencies, and contracts with private contractors. City operations are broken down into 13 departments consisting of the Department of Administrative Services, the City Attorney, the City Clerk, the City Manager's Office, as well as the departments of Communications, Community Development, Community Services, Finance, Library Services, Public Safety and Emergency Preparedness, and Public Works. While listed as departments on the City's website, fire and law enforcement services are provided through contracts with the CFPD (a dependent district of Los Angeles County) and the Los Angeles County Sheriff's Department, respectively and are organized under the Public Safety and Emergency Preparedness Department.

The City of Calabasas relies on paid professional staff to conduct the daily business and operations of the City. The FY18-19 Comprehensive Annual Financial Report (CAFR) reports 125.5 FTE employees in that FY. By comparison, there were 133.7 FTEs in FY17-18, which equates to a staffing reduction of six percent between the two years.[49] Following are the listed departments and their allocation of FTE staff.

There are two divisions within the Department of Administrative Services. The first is the Administrative Services division that is responsible for Civic Center Operations and Maintenance as well as the Community Development Block Grant (CDBG) Program. The other division within this department is Human Resources. Overall, this department employees 3.13 FTE staff, one of which is allocated to Human Resources.

The City Attorney is appointed by the City Council in order to provide legal services on behalf of the City. Currently, this position is filled through a contract with an attorney from the law firm Colantuono, Highsmith & Whatley, PC.

The Department of the City Clerk accounts for four FTE staff positions. Not only does this department play a vital role in the support of the City Council and the City Manager, it maintains documents, including Council minutes and agendas, and vital records while also presiding over official elections.

The City Manager's Department consists of one FTE position. This position is appointed by the Council and provides overall direction of the City and manages operations such as municipal services, activities, finance, and personnel.

The Department of Communications employs 9.8 FTE staff members. This department is tasked with maintaining communications systems, media relations, and ensuring the voice of the City is consistently heard and represented.

The Department of Community Development includes two divisions—the Planning Division and the Building and Safety Division. Altogether, this department constitutes 16.44 FTE employees who are responsible for administering the City's development needs whether residential, commercial, or industrial.

Sports, culture, entertainment, various leisure activities and events, as well as all of the City's parks are under the charge of the Community Services Department. This department

[49] City of Calabasas, CAFR 2019, p. 182.

consists of 31.41 FTE staff members ranging from teachers' aides to event coordinators and maintenance technicians.

There are eight FTE employees allocated to the Department of Finance. The staff is responsible for timely and accurate reporting of all financial records and information.

Library Services are operated by 14 FTEs in the building next to City Hall and serves the areas of Calabasas and Hidden Hills. Through a variety of materials, programs, and resources, the library is committed to providing the community with access to information.

The Department of Public Safety and Emergency Preparedness consists of 1.48 FTE positions. The Community Emergency Response Team (CERT), emergency preparedness and emergency communications fall under the umbrella of this department and relay essential notifications through a number of channels in an effort to help constituents remain informed, prepared, and able to respond to emergency situations. Additionally, as previously mentioned law enforcement and fire protection services are contracted services organized under the Department to ensure the safety of the community as well.

The Department of Public Works accounts for 10.92 FTE staff positions. This department represents five divisions that include Engineering and Project Management, Environmental and Intergovernmental Relations, Inspections and Construction, the Landscape District, and Transportation and Transit. The Department exists to improve the City through capital projects and community development. Service requests can also be submitted to this department.

The municipal services provided by these departments are described in further detail in the *Municipal Services* section of this chapter.

Management Practices

Review of Employees and City Performance

The City of Calabasas is an equal opportunity employer and complies with the expectations set forth in the Americans with Disabilities Act (ADA). It provides employee training and continuing education opportunities through a tuition reimbursement program. When hired, permanent, full-time employees take part in a year-long probationary period in which they must demonstrate their skills and the abilities needed to fulfill the duties of their position. For employees who have been promoted, this probationary period is six months.

During the probationary period, performance evaluations take place at six months of service, or more frequently if decided upon by the department head. These evaluations must take place prior to the completion of the probationary period in order to determine if the probationary employee will be allowed to become a permanent staff member. Current, permanent staff members also receive performance reviews annually, at minimum. These evaluations are conducted by the employee's direct supervisor, reviewed by upper management, and signed off by the City Manager and a Human Resources representative.

The performance of the City itself is also measured and evaluated. To begin, each year the Mayor prepares and presents a "State of the City" report for the citizens of Calabasas, businesses, and local dignitaries. This presentation includes a compilation of annual reports

that are generated by each of the City's departments. This presentation is accessible via live broadcast, the City's website, and its social media channels.

Additionally, the City employs an auditor who is tasked with developing a yearly report reviewing the City's finances. This is reflected in the CAFR that is maintained on the City's website. There are also audits performed by CalPERS, the State of California Department of Housing and Community Development, CalTrans (as it relates to gas tax funds, bicycle and multi-modal grand funds, etc.), and by miscellaneous California Special Funds. Outside agencies providing grants to the City, such as the Metropolitan Transportation Authority, also undertake an audit.

Review of Departmental Performance

To better understand the overall adequacy of services provided by the City, individual departments are responsible for capturing historical data to evaluate their performance using a variety of metrics. The Building and Safety division, for instance, has implemented a tracking and reporting software system, called SmartGov (provided by Paladin Data Systems Corporation), to store the number of permits issued. The Community Services Department, on the other hand, has incorporated the "Active" network (ActiveNet) application in order to streamline class registrations and monitor class attendance, demographics, etc. The information collected in these reports is intended to help determine potential departmental needs or adjustments and budgetary allowances. The final reported numbers are made available in the annual CAFR.

As with their ability to gauge performance, each of the City's departments also employs their own methodology for tracking their workload. Building and Safety's system allows the department to see permit processing times and ties the 10-day turnaround goal to a percentage of fees collected.

The Planning Department is currently transitioning from a handwritten note system to permitting software that will allow for ease of use in determining how many people are being served as well as the type of inquiry.

Employees in the Department of Public Works who are assigned to capital improvement projects log their time into an ADP system. This ensures the project schedule and budget are not exceeded as it only allows for a particular percentage to be allotted for a given project.

Presently, the City reports that it has sufficient capacity to provide services and has not experienced any significant service challenges.

Planning Practices

The City's central planning document is its General Plan (GP). The current plan was originally adopted in 1995. The current General Plan ("Calabasas 2030 General Plan") was adopted in December 2008 as a comprehensive re-write of the preceding plan. A handful of subsequent updates to the General Plan have been accomplished since then, to appropriately depict annexed territory and its associated pre-zoning, or to refine certain land use policies in association with a new development project. The only substantive General Plan update was accomplished in 2014 with the adoption of the current (5th RHNA Cycle) 2014 – 2021 Housing Element.

This plan outlines seven elements required by state law which include housing, land use, open space, noise, circulation, safety, and conservation. The following four optional elements are also included: community design, parks and recreation, cultural resources, and services, infrastructure and technology. The GP has a planning area that covers territory within and extending outside of the city limits and coterminous SOI. In conjunction with the GP, there is also a certified environmental impact report (EIR).

In addition to the GP, there are a number of Master Plans that address specific areas or goals for the City that require more detailed development guidelines. For the City of Calabasas, these plans include

- The Bicycle Master Plan (1997) - a guide for creating an interconnected transportation system intended to reduce vehicle use.
- Las Virgenes Road Corridor Master Plan (1998) - outlines recommendations for beautification, circulation and traffic improvements for Las Virgenes Road.
- Las Virgenes Gateway Master Plan (1998) - institutes plans and guidelines for developing the area within the boundaries of Las Virgenes Road and the Ventura Freeway interchange.
- Mullholland Highway Master Plan (2004) - offers recommendations for capital improvements along a portion of Mullholland Highway.
- Old Town Calabasas Master Plan (1994) - provides design guidelines to ensure the City's unique "sense of place" is maintained, reflecting the history and spirit of Calabasas.
- Parks Master Plan (2004) - reviews existing and future service needs for the City's park and recreation areas and provides guidance for implementation of proposed changes.
- West Calabasas Road Planning Guidelines (2006) - to provide clear and useful recommendations for the design, construction, review, and approval of all development in the West Calabasas Road Master Plan area.
- The Trails Master Plan (2007) - highlights the development of community trails over the next 10 years.
- Sewer System Management Plan (2019) – plans and procedure to reduce the occurrence of sanitary sewer overflows (SSOs) throughout the City's Sanitary Sewer Collection System.

Occasionally, departments will create strategic business plans. In the case of Calabasas, the City has adopted an Urban Forestry Strategic Plan. This document establishes ways to create and maintain an urban forest that will enhance the quality of life in Calabasas.

The City's financial planning practices are discussed in the *Financial Ability to Provide Services* section of this chapter.

GROWTH AND POPULATION PROJECTIONS

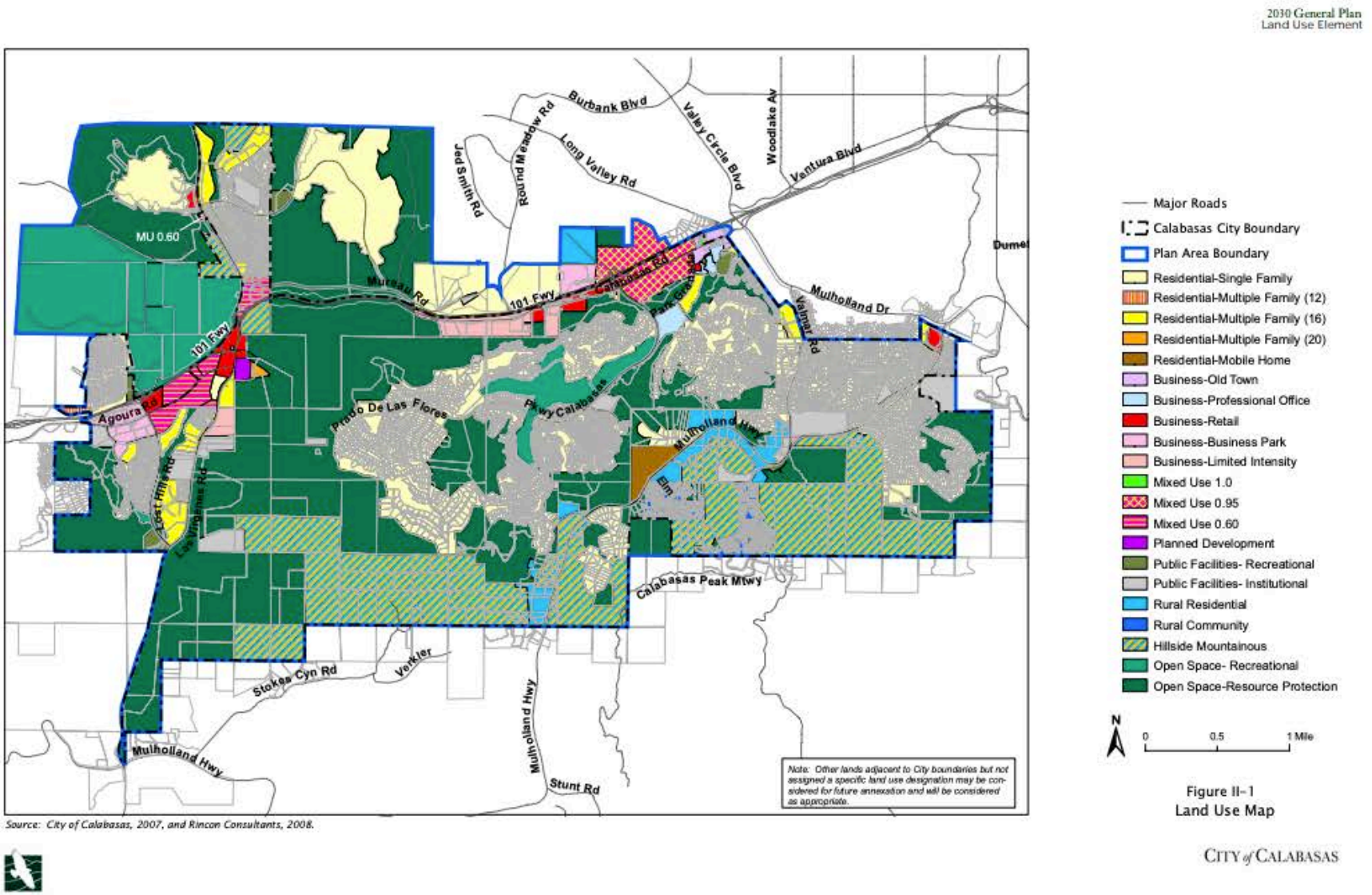
Land Use

The Calabasas GP establishes 21 land use categories. The five residential categories allow for a variety of housing types for all densities ranging from 2 to 20 dwelling units per acre. Five urban-business designations and four urban-mixed use designations (including planned development) accommodate a range of business and commercial activities. The planned development designation denotes an area under single or common ownership that warrants detailed planning because of the presence of unique features, environmental conditions, or development constraints. The designation is intended to accommodate a mix of uses with special standards that address the unique features, conditions, and constraints present. The City has identified five rural uses, consisting of hillside mountainous, residential rural, rural community, open space-recreational, and open space-resource protection.

Like most cities, the City of Calabasas consists of a variety of land uses; however, predominant uses are single family residential and open space-resource protection as shown in the land use map in Figure 5-2.

Calabasas' land use pattern is well established and is not intended to change over time.

Figure 5-2: City of Calabasas General Plan Land Use Designations

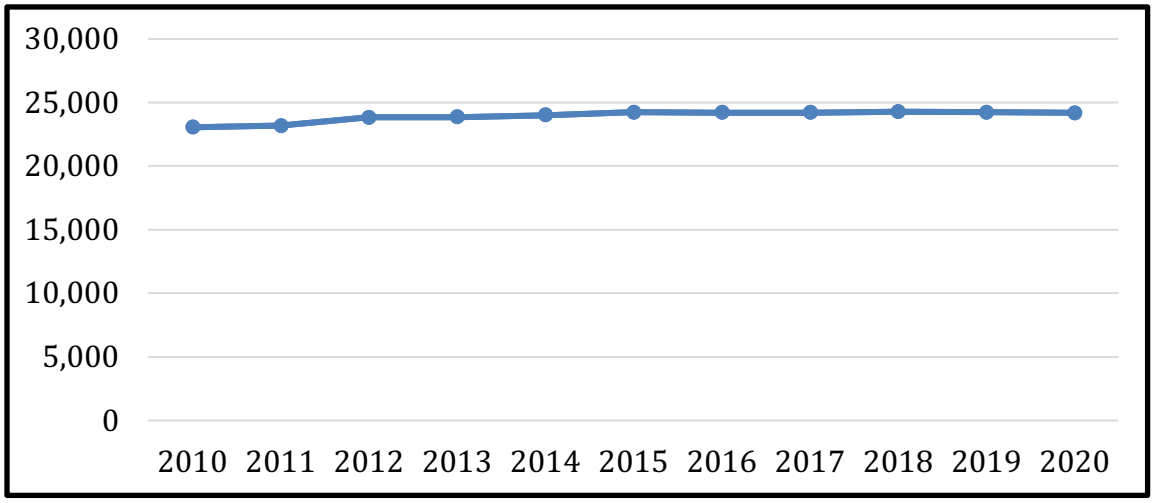


Source: City of Calabasas, 2007, and Rincon Consultants, 2008.

Population

As of January 1, 2020, the California Department of Finance estimates a City of Calabasas population of 24,193. The City has limited available residential land, which has resulted in minimal growth in recent years. Since 2010, the City has increased its population of 23,058 to 24,193 in 2020, which represents almost five percent total change over ten years. Figure 5-3 shows the City's population rose quickly between 2011 and 2012 and has since experienced a slow steady increase. The principal cause for the higher than average growth between 2011 and 2012 was annexation of the Mont Calabasas territory (composed of 110 lots).

Figure 5-3: City of Calabasas Population, (2010 – 2020)



The Southern California Association of Governments' (SCAG) most recent population projections from 2016, anticipated that the City would reach a population of 24,000 in 2020 and grow to 24,500 by 2040, which equates to average annual growth of 0.1 percent over the 20-year period.[50] These projections are consistent with recent trends and remaining vacant land within the City; however, the growth estimate may be overly conservative given the potential for annexation of additional residential territory into the City's boundaries, and the future housing requirements mandated under California law and implemented through the 6th cycle of RHNA.

Planned and Proposed Development

Over the past five years, permits have been issued for 102 new housing units that have been completed or are under construction.

Figure 5-4 identifies proposed development projects and projects that have been approved and are under construction within Calabasas, including two hotels, 19,800 square feet of office space, 31,867 square feet of retail space, and 461 dwelling units. At present, 78 multi-family dwelling units are under construction and 222 multi-family dwelling units are under consideration.

[50] 2016-2040 RTP/SCS Final Growth Forecast by Jurisdiction.

Figure 5-4: City of Calabasas Development Projects

Name of Development or Owner	Number of dwelling units or commercial square footage	Location	Status
Calabasas Hilton Expansion	51 rooms (28,787 sf) expansion of an existing hotel	24150 Park Sorrento	Under construction
Paxton Calabasas	78 multi-family residential units	4240 Las Virgenes Rd	Under construction
Las Virgenes Village	Commercial Center w/ 25,820 sf of retail and 19,800 sf of office	5727 Las Virgenes Rd	Construction completed, awaiting full occupancy
West Village	180 multi-family residential units and 5,867 sf of retail	4790 Las Virgenes Rd	Under review
Raznick	42 multi-family residential units for seniors	23480 Park Sorrento	Entitled, pending construction
Rondell Hotel	127 room hotel (65,000 sf)	26300 Rondell St	Under construction

It is anticipated that future growth will primarily consist of infill development and redevelopment, with a focus on multi-family housing and mixed-use projects in close proximity to commercial services and transportation systems. Only minimal new development is anticipated at the edges of the urban area.

As of 2013, the City identified vacant lots with space for 306 dwelling units—99 single-family residences and 207 multi-family units.[51] Although the vast majority of the vacant acreage in Calabasas is designated as hillside/mountainous (HM) only a relatively few number of units can be developed in HM areas due to severe physical constraints, lack of roads and sanitary sewers, and safety issues. Other vacant single-family land is limited to areas designated rural residential (RR), also subject to significant development constraints related to topography and access. Only 14 acres of vacant, unconstrained residential single-family (RS) land remains in Calabasas, supporting densities up to six units/acre. In total, approximately 212 new single-family housing units can be developed on sites that have not already received land use entitlements.[52]

Growth Strategies and Constraints

The City's primary planning document is the General Plan (GP), which dates from 2008. The Housing Element was most recently updated in 2013 but is in the process of being updated with a planned adoption in 2021. The planning area identified within the City's GP includes unincorporated areas surrounding the City that may be considered for future annexation. These unincorporated areas total about 3.2 square miles (2,022 acres) and include residential neighborhoods, commercial areas, open space, and a public school.

Calabasas' vision is to continue to be a low intensity, primarily residential community nestled in a natural environmental setting. In general, urban development will not extend beyond the areas that are now developed or designated for urban development. Rural

[51] City of Calabasas, 2030 General Plan-Housing Element, 2013, p. V-6.

[52] City of Calabasas, 2030 General Plan-Housing Element, 2013, p. V-7.

residential uses will be located at the fringe of the urban area, transitioning into primarily open space uses with widely scattered home sites. Thus, consistent with Los Angeles County's Santa Monica Mountains North Area Plan and Local Coastal Plan, it is the City's vision that the rural, open character of lands to the south of existing urban development and approved urban density projects be preserved, including lands along Las Virgenes Road south of Lost Hills Road and lands along Mulholland Highway west of Old Topanga Canyon.

The policies for growth within the GP emphasize the City's desire to retain and protect its natural environmental setting, neighborhood character and scenic features. As a result, planned future growth is concentrated within the City's existing developed urban areas along Calabasas Road, Agoura Road and Las Virgenes Road. Vacant and underutilized sites along Las Virgenes Road and Agoura Road are anticipated to provide for new commercial and residential development, via higher density mixed-use redevelopment. Many of the existing office complexes are approaching maturity and functional obsolescence, and in 2010 the City rezoned these areas to accommodate a transition into a higher density mix of office, retail and residential uses. The City did this in response to the City's 4th RHNA cycle allocation, as well as to accommodate anticipated future RHNA allocations during the 2030 General Plan time horizon.

The "Community Structure" section of the GP Land Use Element identifies Old Town Calabasas and the adjacent areas west along Calabasas Road up to Parkway Calabasas as an area for pedestrian-oriented and transit-served mixed-use development. The City plans to re-create a traditional small-town character and a sense of downtown within this area.

Growth within Calabasas is constrained by topography, environmental constraints, and community preferences. The vast majority of vacant land both in and adjacent to the City cannot be developed at high densities due to topography; the sloped terrain limits both street access and utility connections. Growth in the area is also limited by environmental constraints. Much of the area is designated as Significant Ecological Areas (SEAs) by the County, meaning that they contain plants or animals that are unique, unusual, or declining; development in these areas would require extensive and costly mitigation. The entire city is within the Santa Monica Mountains National Recreation Area; hence, the National Parks Service reviews City land use decisions and development plans.

Sphere of Influence

The City's current SOI encompasses the same territory as the City's boundaries, totaling 8,806 acres.[53] There are nine areas for potential inclusion in the City's SOI to enable future annexation.

The GP's approach to city expansion is to pursue annexation of areas that have a significant physical relationship to the City, and which are generally considered to be part of the community. Because the City has one of the lowest property tax revenue sharing formulas within the County of Los Angeles, it is also the policy of the City to pursue annexations that would increase the City's commercial base and associated tax revenue from retail sales tax and transient occupancy tax. The need for a larger commercial base is further

[53] Area estimates from LAFCO GIS, 6/3/2020.

exacerbated by recent housing legislation that threatens to turn the City's commercial base into housing, which provides significantly less tax revenue than commercial uses.

As outlined in the City's GP, the central concept of Calabasas' approach to the possible extension of its present boundaries is to emphasize the following:

- Defining those areas that have traditional social and cultural ties to Calabasas, and which are generally considered to be part of the community of Calabasas;
- Identifying lands that have a significant physical and/or infrastructure relationship to the City of Calabasas;
- Initiating cooperative planning programs with residents and landowners in unincorporated areas being considered for annexation; and
- Allowing residents and landowners in adjacent incorporated and unincorporated areas to choose through the democratic process whether they wish to become part of Calabasas.

For the most part, land uses in the areas being considered for future annexation by Calabasas would not be expected to change upon annexation, according to the GP. The one exception is the Craftsman's Corner area north of the Ventura Freeway and generally east of Parkway Calabasas, identified for the purposes of this MSR as Area D. This area is described further below.

The following discussion summarizes characteristics of these areas, which are labelled alphabetically for purposes of this MSR and map identification in Figure 5-5.

Areas "A" and "B" – Area A encompasses the existing Mountain View Estates subdivision. Area A includes 385 existing single-family homes on individual lots covering approximately 237 acres, and attendant HOA-owned and controlled permanent open space lands covering approximately 558 acres. Area A also includes the rights-of-way for two public streets serving the area (a portion of Mureau Road and a segment of Thousand Oaks Boulevard), and an existing eight-acre park (Gates Canyon Park). Finally, a water storage tank owned and operated by the Las Virgenes Municipal Water District is also included in the proposed SOI expansion area. Area A consists of 840 acres.[54]

The City of Calabasas Council indicated following a presentation of the draft MSR that "it remains fully committed in its long standing efforts to annex the territory of Mountain View Estates, as is supported by its inclusion in the City's 2035 General Plan."[55]

As reported by the City, Area "A" has been the subject of annexation efforts by the City of Calabasas since the City was first being formed. The territory making up Area "A" was under construction at the time the City was incorporating (roughly 1990), and the developer decided at the last minute to request being excluded from the incorporation citing concerns about changing jurisdictional building and safety and public works permits during the construction period.

[54] City of Calabasas, Community Development Department Annual Report, 2011, p 25.

[55] City of Calabasas Comments to LAFCO Municipal Service Review, August 20, 2020.

In 2010, based on a neighborhood petition presented to the City from residents, the City again filed an annexation proposal for the territory. The application efforts moved through City Council approvals to pre-zone the territory, at which point the Mountain View Estates Board of Directors decided to oppose the annexation. The City Council elected to withdraw the application.[56]

The City further notes that Area "A" is accessible only via roadways through the City of Calabasas, and the homeowners and residents within the 385-home subdivision shop in Calabasas, and use City of Calabasas parks and library services; the City has never met with opposition from the City of Hidden Hills in any past annexation efforts for this area.

The City of Hidden Hills' current SOI in Area A splits the existing residential Mountain View Estates community, a gated community, which does not provide a logical SOI and planning area boundary. The area has remained in Hidden Hills' SOI for approximately three decades and has not been planned for in the City's planning documents, nor has Hidden Hills sought annexation of the area.

Area B is also within the Hidden Hills SOI. The area is undeveloped with Upper Las Virgenes Open Space Preserve making up a substantial portion of the territory. A majority of Area B is zoned as open space, with the exception of the southeast corner, which is zoned for heavy agricultural uses. Hidden Hills indicated concern about maintaining oversight of new development in Area B in order to minimize potential impacts on residents of the City.

Areas A and B are part of the County's Santa Monica Mountains North Area Plan. Much of Area B is designated as a Significant Ecological Area (SEA) by the County, meaning that the area contains plants or animals that are unique, unusual, or declining; and as such, development in this area would require extensive and costly mitigation. The City of Calabasas designated the northern two-thirds of Area B as "Open Space - Resource Protection" in the City's General Plan. During the time when Calabasas was contemplating annexing the Mountainview Estates area, the City also pre-zoned the northern two-thirds of Area B for "OpenSpace - Development Restricted." Meanwhile, the southern one-third of Area B are designated for "Residential Single-family" use in the City's General Plan. The southern one-third of Area B was not pre-zoned by the City .

Area "C" – Area C is unincorporated territory to the north of the City of Calabasas and to the south of the City of Hidden Hills. Area C is outside the City of Hidden Hills' main gate, but within its SOI.

The area consists of 21 parcels zoned for heavy and light agriculture, residential planned development, and single-family residential. Existing residential development in the area is limited to the Mureau Estates off of Garrett Court. There is also a school (Mesivta of Greater Los Angeles). The City of Hidden Hills has been approached about private development proposals in Area C; however, no formal application has been submitted for development.

In order for the area to be included in the City of Calabasas' SOI, it would need to be removed from the City of Hidden Hills' SOI. However, Hidden Hills indicated that the area is of interest due to implications for traffic on the main access to Hidden Hills and to potentially make use of the area for affordable housing to meet its State allocation. Hidden Hills has not

[56] ibid, Calabasas Comments, August 20, 2020.

addressed the area in its planning documents. Conversely, the City of Calabasas is interested in including the area in its SOI in order to prevent negative impacts on the City and residents. Calabasas has identified the area as single family residential with the exception of the existing school, which is identified as public facilities - Institutional.

If Areas A, B, and D are proposed for municipal annexation (e.g., to Calabasas), Area C would be left as an "unincorporated island" contrary to LAFCO policies. The City of Calabasas has expressed interest in annexing Area C, should Hidden Hills not anticipate annexation of the territory.

Areas "D," "E," and "F" – Area D, also known as Craftsman's Corner, is the subject of a proposed annexation of approximately 145 acres of territory (including 85 parcels) to the City of Calabasas, and approximately 12 acres of territory consisting of Areas E and F (consisting of four parcels) to the City of Hidden Hills. This area is presently part of the unincorporated territory of the County of Los Angeles. Area E is uninhabited and undeveloped. Area F consists of three residences.

Area D is within the City of Hidden Hills' SOI and would therefore need to be removed from Hidden Hills' SOI and included within Calabasas' SOI prior to any annexation of that area. If annexed in the future, that area is planned for a mix of residential and non-residential uses, possibly including a performing arts venue or other similar facility.

Hidden Hills has a reimbursement agreement with the City of Calabasas related to costs to remove the Craftsman's Corner area from Hidden Hills' SOI so it can be annexed to Calabasas.[57] The action will also require that Hidden Hills annex Areas E and Area F to avoid the creation of "unincorporated islands" following the Calabasas annexation. The annexation will include revenue sharing between the two cities.[58]

Area "G" – Area G consists of only of the Alice C. Stelle Middle School. The property is surrounded on three sides by the City of Calabasas and is accessible only from Mullholland Highway, which is within the City. As it exists presently, the exclusion of the school creates an illogical boundary and service inefficiencies.

Area G had been a proposed residential subdivision at the time the City of Calabasas was being formed, and the property owner was not interested in becoming part of the City; therefore, this property was left out of the City's original city limits. However, the development project never materialized, and the property was later acquired by the Las Virgenes Unified School District (LVUSD). LVUSDE then constructed a new middle school on the property (Alice C. Stelle Middle School).

Area "H" – The area is composed of two lots zoned as open space. The City proposes to include Area H in its SOI in order to create logical boundaries. Should the area be annexed into Calabasas, the City does not have plans to change the land use. The area is planned as open space-resource protection in its GP.

[57] Reimbursement Agreement Between the City of Calabasas and the City of Hidden Hills Related to the Craftsman's Corner Annexation, January 1, 2015.

[58] Interview with K. Kallman, City of Hidden Hills, 5/8/2020.

Area "I" – Calabasas submitted an application to LAFCO in 2014 to annex Area I.[59] Agoura Hills filed a competing application in 2018 to annex the same territory.[60] LAFCO ultimately denied the City of Calabasas' application, and Agoura Hills' application for annexation was never processed to completion. There continues to be multiple invested stakeholders with standpoints on which agency is best positioned to manage the property in question in the best interest of the property owner/business, the City, and City residents. Additionally, there are varying positions on which municipality and its residents are greatest impacted by the activities and any future land use decisions in Area I.

Area I is approximately 43 acres with five properties, including three with commercial uses—two parcels where Spirent Communications is located, one parcel occupied by the Kythera building, one vacant commercial site, and one 27-acre open space parcel. The property is the office for Spirent Communications—a United Kingdom-based telecommunications company—which produces significant property tax and sales tax revenue. Area I is abutted by the City of Agoura Hills to the west and south, the City of Calabasas to the south and east, and unincorporated Los Angeles County to the north. Agoura Road runs through the unincorporated area between the cities of Agoura Hills and Calabasas.

The Spirent Communications property is located just south of the 101 Highway and east of Liberty Canyon Road, abutting the city limits of Agoura Hills. Given the proximity of the property, Agoura Hills has concerns about uses impacting its residential community to the immediate south along Liberty Canyon Road. Also, Agoura Hills asserts that it is well-positioned to serve the property given its contiguity to the city limits. However, the two landowners of the three developed parcels and one business tenant in Area I indicated support for the City of Calabasas' bid for annexation.[61]

Another notable concern is the unstable hillside impacting Area I, which has a history of erosion and slumping, particularly after rain events, which indicates concerns of potential mudslides. The vacant lot in Area I has experienced landslides in the past that required remediation. This calls into question which agency is best-positioned to take on the liability of a hazard such as this and address this issue at Area I.

Over the course of the annexation process, the two cities met and discussed concerns of 1) no modification of conditions (i.e., hours of operation, hours of delivery and shipment) at the business properties, 2) no intensification or industrialization of uses on the commercial properties, 3) preservation of the vacant and open space lots as open space, and 4) Agoura Road will remain a two lane road with landscaped medians and reduced lighting.[62] These issues highlight those concerns that were and continue to be significant to Agoura Hills and its residents with regard to Area I. In an effort to ensure that these issues, in addition to erosion issues, are addressed in the long term, the three land use agencies with vested

[59] LAFCO File No. 2014-04

[60] LAFCO File No. 2018-12

[61] Los Angeles LAFCO, Staff Report Agenda Item No. 7.a. January 9, 2019, p. 7.

[62] City of Agoura Hills, Report to City Council – Summary of Proposed Annexation of Properties Along Agoura Road, April 23, 2014.

interest in the area may consider a joint agreement, in lieu of annexation by either city. Other options for this property are covered in SOI analysis and recommendations in this chapter.

The City of Calabasas indicated its continued interest in including this area in its SOI as it is a natural extension of the City's boundaries, the City has pre-zoned the land in its General Plan, and the property owners are in support of City's efforts to annex the territory.[63]

Area "J" – When Calabasas incorporated in 1991, the owners of the property in Area J declined to be a part of the new city. The property has since been sold and the new owner is reportedly interested in being annexed into the City. Area J consists of six parcels with seven structures operating as a business park and zoned by the County as manufacturing industrial planned. The area is surrounded on the west, south and east by Calabasas and Highway 101 to the north. Access to the property is only from Agoura Road within Calabasas. Due to the isolated nature of the property, it is an island, particularly with regard to service delivery. The City has designated Area J as mixed use in its GP.

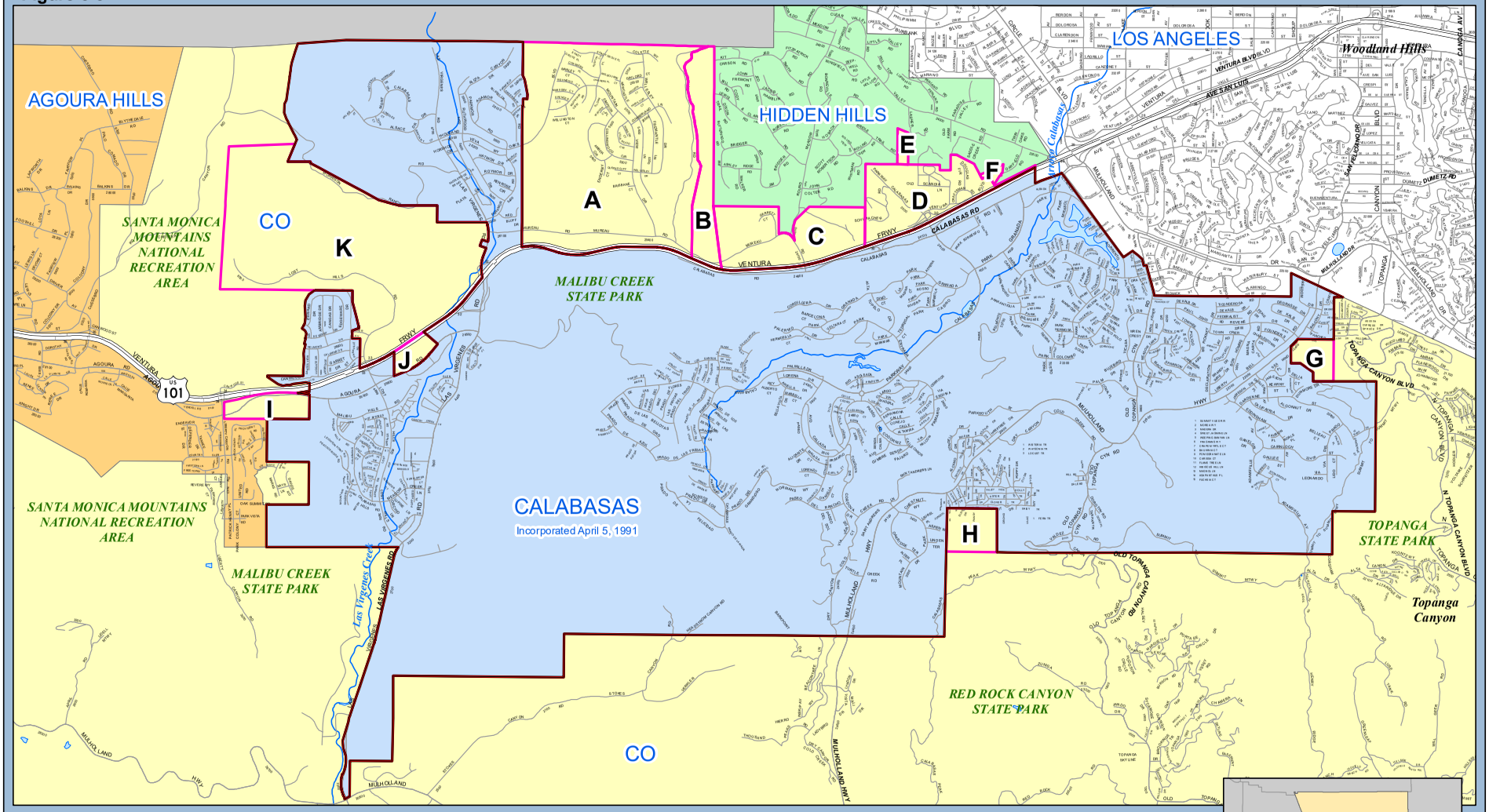
Area "K" – Area K is approximately 645 acres comprised of a combination of open space and heavy agricultural designated uses. The Calabasas Landfill is the only structure/development in this territory. The landfill is estimated to reach capacity and close between 2028 and 2042. The City has identified this area for open space and regional recreational uses in its 2030 General Plan.

The City's Park and Recreation Master Plan identifies the landfill for a potential sports complex, since there is a high level of community interest and no topographically suitable location large enough for a field complex within the existing Calabasas limits. The City determined that the Calabasas landfill offers the best opportunity for a large park and sports complex. However, the landfill is not scheduled for closure for many years and might not be usable for recreation purposes for years after that. Despite the drawbacks of the landfill site, it is a large site convenient to Calabasas and that has the potential to be developed into an attractive recreational facility that could include sport fields. The City plans to continue to monitor the status of the landfill and seek to be involved with decisions regarding the future use of the site.[64] The City has designated the area as open space-recreation in the GP, consistent with existing County zoning.

[63] City of Calabasas, Comment Letter on the Public Review Draft MSR, August 20, 2020.

[64] City of Calabasas, Park and Recreation Master Plan, 2004.

Figure 5-5



Calabasas Sphere of Influence

Legend

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

Sphere of Influence History

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

1 in = 1 miles

0 0.25 0.5 1 Miles

N W E S

Revised: June 2, 2020

C:\GIS\Calabasas_PCA

DISADVANTAGED UNINCORPORATED COMMUNITIES

No disadvantaged unincorporated communities as defined in Government Code §56033.5 exist within or adjacent to the City's boundary or SOI.

FINANCIAL ABILITY TO PROVIDE SERVICES

The California State Auditor's Office ranked the City of Calabasas as being at "low risk" of fiscal distress (based on FY16-17 financial statements), and ranked 379 out of 471 California cities ("1" being at greatest risk of fiscal distress) earning 84.5 points out of 100.[65]

The City of Calabasas' budget is comprised of a mix of revenues generated from commercial and residential uses. Sales taxes and transient occupancy tax, attributable to commercial uses, account for approximately 28 percent of FY20-21 General Fund revenues, down from 33 percent in the prior year, in addition to property and other taxes.[66] The reduction in sales taxes and transient occupancy taxes results from continuing and anticipated adverse impacts of COVID-19.

The City's Landscape and Lighting Maintenance Districts generate approximately $6.1 million of property taxes and assessments in FY20-21 to fund landscape and landscape maintenance services.[67]

Contract services provided by the County Sheriff's Department comprise about 20 percent of FY20-21 General Fund expenditures. Since 2010, Sheriff's costs have grown an average of 1.4 percent per year, but since FY16-17 have increased a compounded annual average of 12.9 percent through FY19-20; the contract cost decreased 2.7 percent in the FY20-21 budget.[68] Total contractual services represent about 30 percent of total expenditures.[69]

Balanced Budget

All agencies in California are required to adopt balanced budgets. Annual budgets should show revenues at least equal to expenditures without relying on reserves. Unbalanced budgets will deplete reserves and may contribute to deferred maintenance and reduced services. Revenues in excess of expenditures can help to fund reserves, capital improvements, and increases in service levels.

The City's financial statements show General Fund revenues exceeding expenditures (before capital outlay) in FY16-17 through FY18-19 by 4 to 5 percent. Over the three year period from FY16-17 through FY18-19, General Fund revenues grew at a compound annual

[65] Fiscal Health of California Cities, https://www.auditor.ca.gov/bsa/cities_risk_index, downloaded 2/12/2020.

[66] City of Calabasas Adopted Two-Year Budget 2018-19 & 2019-20, Adopted Two-Year Budget 2020-21 & 2021-22, June 24, 2020.

[67] Funds 21, 22, 24, 27, 32, City of Calabasas Adopted Two-Year Budget 2020-21 & 2021-22, June 24, 2020.

[68] City of Calabasas Adopted Two-Year Budget 2020-21 & 2021-22, June 24, 2020.

[69] City of Calabasas Budget Workshop FY19 and FY20 Summary Discussion (Item 11), pg. 9, 11, 18.

average growth rate of 4.1 percent, qualifying as "moderate risk" (0 to 10 percent, according to the State Auditor).

The adopted FY10-21 General Fund revenues declined about 8.5 percent from the prior year as a result of COVID-19. The City addressed the resulting budget shortfalls through a combination of revenue increases including cost allocations to other funds, anticipated investments earnings from creation of a trust for retiree medical funding, and cost reimbursements from other funds. Various cost reductions were achieved, including changes to employee compensation programs, elimination of vacant positions, and re-allocation of General Fund expenses to other funds. The net budget shortfall is being filled by use of funds from sales of vacant City land.

Fund Balances, Reserves and Liquidity

Fund balances, reserves and cash assets should include adequate funds for short-term cash flow and liquidity, and provide funding for longer-term cost increases and capital needs.

The City's Governmental Fund balances grew each year from FY16-17 through FY18-19. At the end of FY18-19, Governmental Fund balances totaled 109 percent compared to Governmental Fund expenditures. The City's current budget projects declines in balances through FY21-22, however, the balances still exceed policy goals.

The City of Calabasas' reserve policy requires the City to maintain a "minimum reserve" of at least forty percent (40%) of budgeted FY expenditures for its General Fund.[70] The FY18-19 General Fund balance of $19 million was about 85 percent of General Fund expenditures; a portion of this balance, or $4.9 million, was shown as the fund balance at the end of FY18-19 as "Management Reserve."[71] The adopted FY20-21 budget projects ending reserves to exceed minimum reserve levels; the General Fund balance is $16.6 million, or 72 percent of General Fund expenditures.[72]

Liquidity represents the amount of cash currently available for short-term needs after considering current liabilities (due within one year), and is typically measured as the ratio of current assets to current liabilities; the ratio should be equal to or greater than 1.0, indicating sufficient cash to meet current obligations. The City's FY18-19 financial report shows total cash and investments nearly 8 times current obligations, including funds set-aside into various reserves; unrestricted Governmental Fund balances compared to current liabilities indicates a liquidity ratio of 3.8.

Net Position

An agency's "Net Position" as reported in its CAFR represents the amount by which assets (e.g., cash, capital assets, other assets) exceed liabilities (e.g., debts, unfunded pension and OPEB liabilities, other liabilities). A positive Net Position provides an indicator of financial

[70] City of Calabasas Reserve Policy, Standard Policy and procedure 151-903 (12/3/08).

[71] City of Calabasas Budget Workshop FY19 and FY20 Summary Discussion (Item 11), pg. 20.

[72] Fund Balances – All City Funds, City of Calabasas Adopted Two-Year Budget 2020-21 & 2021-22, June 24, 2020.

soundness over the long-term and ability to fund capital improvements. A negative Net Position is an indicator of potential fiscal distress.

The City's financial statements show positive total and unrestricted net positions. According to a recent survey of financial statements for 482 California cities, Calabasas ranked 111th highest in Unrestricted Net Position per resident.[73]

Rates and Charges

According to the City's FY18-19 financial statements, Charges for Services totaled $3.5 million, or about 15 percent of General Fund revenues.

The City's last cost of service review of fees and charges was its 2012 update to the planning division fee schedule; up to that time, the City's planning application fees had not been changed in 21 years, and the fee revenue only recovered approximately 40 percent of costs.[74] In 2018, the City approved a comprehensive Citywide Fee Schedule consolidating multiple separate fee resolutions and providing for an automatic annual adjustment according to the annual change in the Consumer Price Index.[75]

Long-Term Debt

Excessive long-term debt incurs interest charges that consume financial resources that could otherwise fund needed services and capital improvements.

Total debt liabilities (excluding pensions and OPEB) in FY19 equal approximately 109 percent of total governmental revenues, which qualifies as a "high" level of risk (over 100 percent) according to the State Auditor. Annual debt service equals about 6 to 11.6 percent of total governmental revenues and General Fund revenues, respectively, in FY19.

The City received an "AA+" rating (investment grade, high quality, with very low credit risk) for its $41 million 2015 Civic Center Certificate of Participation.[76]

Pension and OPEB Liabilities

Unfunded pension and OPEB liabilities present one of the most serious fiscal challenges facing many cities and districts.

Total FY18-19 pension payments, including "normal" costs and unfunded liabilities (UAL), represent approximately 2.4 percent of the City's total governmental revenues, which earns the City a "low" risk designation (below 6 percent) according to the State Auditor.

[73] California Sen. John M.W. Moorlach's Financial Soundness Rankings for California's 482 Cities, January 16, 2020.

[74] City of Calabasas Reso. No. 2012-1333, Council Agenda Report May 31, 2012 (Council meeting date 1/1312).

[75] City of Calabasas Reso. No. 2017-1534, Council Agenda Report Dec. 30, 2016 (Council meeting date 1/11/17).

[76] S&P Global Ratings, US$40.925 mil certificates of participation (Civic Center Project) 2015.

Projected "normal" cost,[77] excluding unfunded liabilities (UAL), remains at 7.7 percent to 10.5 percent of covered payroll for PEPRA and other employees through FY25-26, respectively; CalPERS projections show a 59 percent increase in pension payments towards unfunded accrued liabilities (UAL) from FY20-21 through FY25-26 for miscellaneous employees.[78]

The City's FY17-18 total unfunded liability represents 19 percent of total governmental revenues which the State Auditor designates "low" risk (under 50 percent), an increase from 13 percent in FY16-17.[79] The funded portion of the City's plan in FY1718 is 79 percent of its total obligation, which indicates the City is at "moderate" risk (70-80 percent).

City's net OPEB liability reported by its FY17-18 CAFR as of the end of FY17-18 is $1.7 million. The City's adopted policy is to contribute an amount sufficient to pay the current FY's premium. For FY18-19, the City contributed $22,886 which consisted of current premiums, but did not include any additional prefunding of benefits.[80] In FY20-21 the City is considering creation of a 115 Trust to pre-fund a portion of its OPEB liability and generate earnings on the funds in the Trust.

Capital Assets

Capital assets must be adequately maintained and replaced over time and expanded as needed to accommodate future demand and respond to regulatory and technical changes.

The City's net value of depreciable capital assets equaled 68 percent of total capital asset value at the end of FY18-19. The net value of capital assets increased every year from FY16-17 through FY18-19.

The City's FY20-21 budget includes a Capital Improvement Program showing the current budget year expenditures and funding sources; no future projections are shown.[81] Funding is entirely from the current year; no fund balance remained at the end of the prior FY.

Financial Planning and Reporting

Achieving transparency and public accountability standards dictates that cities provide easily accessible and clear documentation of their activities, including financial information.

Financial Policies – The City of Calabasas' reserve policy requires the City to maintain a "minimum reserve of at least forty percent (40%) of budgeted FY expenditures for its

[77] The "Normal Cost" (NC) Rate represents the annual cost of service accrual for the upcoming fiscal year for active employees. Normal cost is shown as a percentage of payroll and paid as part of the payroll reporting process. See: (City of Calabasas, Published July 2019)

[78] Misc. Plan and PEPRA Misc. Plan of the City of Calabasas, CalPERS Annual Valuation Reports as of June 30, 2018, published July 2019, pg. 5.

[79] Fiscal Health of California Cities, https://www.auditor.ca.gov/bsa/cities_risk_index, downloaded 2/12/2020. The State Auditor's results were based on FY17 financial documents.

[80] City of Calabasas Comprehensive Annual Financial Report, FY18-19, Note 12, pg. 90.

[81] City of Calabasas Budget Workshop FY18-19 and FY19-20 Summary Discussion (Item 11), pg. 19-20.

General Fund.[82] The City has no other reserve policies (e.g., capital reserves, etc.). Its investment policy is posted on its website.

Website – The City post a link to its current budget and CAFRs on a subpage of the City Manager page of its website. No links to employee compensation information were found.

Annual Budget and CAFR/Financial Statements – The City prepares a two-year budget with supporting information in appendices. The budget does not include a "Fiscal Health Report" or other financial indicators to assess the City's financial health.

The City's FY20-19 CAFR was prepared in a timely manner (within 6 months of the end of the subject FY).

Financial Forecasts – The City prepares three-year General Fund financial forecasts as part of its budget process (in addition to the two-year budget).

Capital Improvement Program – The City's FY19-20 budget includes a Capital Improvement Program showing the current budget year expenditures and funding sources; no future projections are shown.

[82] City of Calabasas Reserve Policy, Standard Policy and procedure 151-903 (12/3/08).

CALABASAS MUNICIPAL SERVICES

The City of Calabasas offers municipal services through a combination of contract services and directly by city staff. Figure 5-6 summarizes the manner in which each municipal service is provided.

Figure 5-6: City of Calabasas Municipal Service Structure

Service	Provider
Land Use	City of Calabasas
Law Enforcement	Los Angeles County Sheriff by contract
Animal Control	Los Angeles County Animal Care and Control by contract
Fire Protection	Consolidated Fire Protection District of Los Angeles County (CFPD)
Paramedic	Consolidated Fire Protection District of Los Angeles County (CFPD)
Ambulance	McCormick Ambulance (per agreement with Los Angeles County Department of Health Services)
Domestic Water	Las Virgenes Municipal Water District
Recycled Water	Las Virgenes Municipal Water District
Wastewater Collection	Consolidated Sewer Maintenance District maintains City-owned collection system, treated by Las Virgenes Municipal Water District
Wastewater Treatment	Las Virgenes Municipal Water District
Solid Waste	Franchise agreement with Waste Management, Inc.
Street Maintenance	City of Calabasas/private contractor for larger projects
Landscape Maintenance	City of Calabasas
Stormwater/Drainage/Water Quality	City of Calabasas/Los Angeles County (Los Angeles County Public Works) by contract
Flood Control	Los Angeles County Flood Control District
Park Maintenance	City of Calabasas for maintenance/contract with private contractor for tree trimming

Service	Provider
Recreation	City of Calabasas/contract with private contractor/contract with Las Virgenes Unified School District
Library	City of Calabasas
Transit	Contract with private contractor for operations
Mosquito/Vector Control	Los Angeles County West Vector Control District
Environmental Health Services	Los Angeles County

Law Enforcement and Emergency Services

All police services are provided through contract with the Los Angeles County Sheriff's Department. The contract services are organized under the City's Public Safety and Emergency Preparedness Department. Services are provided from the Sheriff's Lost Hills Station located just east of the City along Agoura Road. Law enforcement services entail patrol, traffic enforcement, public safety services, juvenile programs, and access to air support, and specialized enforcement. The City is generally satisfied with the services provided by the Sheriff's Department and anticipates continuing to receive services in the long term.[83]

The City receives monthly crime statistic reports from the Sheriff's Department. Over the period from January 1, 2019 to April 30, 2019, there were five violent crimes[84] in the City of Calabasas. During the same time frame in 2020, violent crimes rose to 13, which is a 160 percent increase. However, property crimes[85] declined from 103 to 77 from 2019 to 2020, which is a 25 percent decrease.[86]

The City's contract with the Sheriff's Office does not define a minimum staffing standard of officers per residents. The number of deputies is driven by the cost of the Sheriff's annual proposed contract, as well as needs in Calabasas and neighboring areas as determined by the Sheriff's Office. There is no additional cost to the City when an emergency requires additional Sheriff staffing to support, such as during fires. The City's General Plan contains no policies with regard to the ratio of police officers per population to be maintained. The

[83] City of Calabasas, 2030 General Plan, 2015, XII-4.

[84] Criminal homicide, rape, robbery, and aggravated assault.

[85] Burglary, larceny theft, grand theft auto, and arson.

[86] Los Angeles County Sheriff's Department, Malibu/Lost Hills Station Part 1 Crimes, January 1-April 30, 2019 and 2020.

City's contract with the Sheriff calls for 16 deputy positions,[87] which equals 0.66 deputies per 1,000 population.

Fire Protection

Fire protection services are provided by local Fire Stations Number 68 and 125 through Division 7 of the Consolidated Fire Protection District of Los Angeles County (CFPD). The District provides suppression, rescue, and fire prevention activities on a daily basis to Calabasas residents and businesses. These activities include responding to structural, mobile, and natural vegetation fires, rescue and emergency medical calls, special incidents, and disaster response. The City has no responsibility for fire protection and related services; all services are funded by CFPD revenues.

The Fire District provides the City with monthly incident reports. In 2019, the District responded to a total of 1,774 calls, of which 75.8 percent were medical calls. The City did not indicate any issues or concerns with regard to the services provided by the District.

ISO provides ratings on a scale of 1 to 10 (with 1 being the highest) to reflect the relative responsiveness and effectiveness of fire service, water supply, and other essential resources to suppress fire. As of 2017, Division 7 of CFPD has an ISO rating of 2 for the region it serves, including the City of Calabasas.

Building and Safety/Planning Services

The City's Community Development Department provides administration of the City's development process including residential, commercial, and industrial uses through its two divisions—the Planning Division and the Building and Safety Division.

The Planning Division performs current and long range planning, enforces zoning and land use regulations, reviews site and development plans, provides technical support to City departments, including the City's Planning Commission and other committees and boards and implements activities relating to the enhancement of the community's economic base.

The Building and Safety Division is responsible for review of building plans, issuance of permits, inspection of construction and property, investigation of complaints relating to building and construction, and also code enforcement. The Building Official is also responsible for the preparation and implementation of the City's emergency response plan.

Over the last few years, the City has initiated two programs to streamline planning and building projects and ensure community engagement. In 2017, the City initiated a program to require meetings to discuss potential development with the community prior to project applications. Since then, the ordinance has resulted in two dozen opportunities for the public to voice their preferences, ideas and concerns on development activities within the City.

[87] Los Angeles County Sheriff's Department, Service Level Authorization, Calabasas, 2019-2020 (excludes 0.29 law enforcement technician and 0.5 community services technician).

In 2018, the City launched SmartGov, a new software permitting system which includes online applications, public access and mapping features for the over 8,900 parcels in the City.

Public Works

Through a combination of in-house staff and contracted services, the Department of Public Works oversees public infrastructure such as streets, capital improvement projects, and stormwater management. The Department must also maintain and respond to service requests regarding the City's streets, parks, sewers, traffic signals, medians, and weed and litter abatement.

Street Maintenance

The City of Calabasas is responsible for the on-going pavement maintenance and rehabilitation of approximately 56 miles of arterial highways and local streets. Street maintenance services are provided directly by city staff comprised of a crew of three. The City contracts for larger construction projects.

The City most recently updated its Pavement Maintenance System in 2018. A majority of the City's 56 centerline miles of arterials and public streets are considered to be in fair condition with the entire network having an area-weighted Pavement Condition Index (PCI) of 69.[88] It was determined that in order to maintain an average PCI of 69 that the City needs to allocate approximately $1 million per year towards road resurfacing. In FY20-21, the City has allocated $1.02 million towards resurfacing projects.

In 2018, the City opened an expanded four-lane bridge over the Highway 101 at Lost Hills Road. The $23M structure greatly improves vehicular traffic on Lost Hills Road, a key arterial linking the City's west side businesses, and through traffic flow to Malibu.

The City is promoting "Green Streets" with medians that collect water and let it percolate. The Green Streets are citywide now. The City requires that a certain amount of property within a proposed development be set aside for drainage and percolation. The City has allocated almost $2 million toward Green Street projects in FY20-21.

Stormwater and Flood Control

Flood control, stormwater, and water quality services are related municipal services that are provided via a multifaceted approach within and surrounding the City. The Los Angeles County Flood Control District (LACFCD) manages and maintains all concrete structures and major flood control facilities. Additionally, LACFCD provides maintenance of City-owned lateral lines and catch basins under a contract service arrangement with the cities.

Concerns regarding water quality of stormwater runoff having adverse impacts on area watersheds led to requirements for municipalities to meet municipal separate storm sewer systems (MS4) water quality NPDES permit conditions and develop stormwater management programs (SWMPs). The SWMP describes the stormwater control practices that will be implemented consistent with permit requirements to minimize the discharge of pollutants from the sewer system. Calabasas stormwater runoff flows into the Malibu Creek

[88] A PCI of 70 to 84 is "good" and 85 to 100 is considered "excellent."

Watershed, which drains an area of approximately 109 square miles, including the entirety of the MSR study area. Area cities coordinate MS4 permit (Los Angeles County MS4 Permit Order No. R4-2012-0175) compliance efforts through the Malibu Creek Watershed Management Group (MCWMG). The efforts of the group are regulated by the Los Angeles RWQCB, and mandated outcomes are outlined in the permit order. The group plans to meet final compliance with the permit order requirements by 2023.

On April 2, 2014 the City executed an agreement with the Gateway Cities Council of Governments (GCCOG) for the purpose of participating in the administration of a "Coordinated Monitoring Plan" (CMP) for the long-term improvement and maintenance of water quality in the Los Angeles River basin. Services provided under the agreement include monitoring and reporting of various pollutant levels in the Los Angeles River and its tributaries throughout the watershed. Through this agreement, the City of Calabasas contributes its pro-rata fair share of the GCCOG's administrative costs and the CMP program costs. The City of Calabasas had been a partner in the Los Angeles River Basin CMP monitoring and reporting process previously (from 2008 through 2012) through a similar agreement with the GCCOG.

Parks and Recreation

The Community Services department is responsible for providing sports, education, culture, entertainment and other leisure activities for the community. The Community Services department is also responsible for all the parks within the City. Park maintenance is provided directly by City of Calabasas staff from the Department of Public Works, while tree trimming in the parks is provided by a private contract service provider. Recreation services and special events are provided by a combination of city staff, contract with a private contractor, and contract with the Las Virgenes Unified School District.

The City of Calabasas owns a total of 85.02 acres of park land, of which 39.85 acres are considered active use as shown in Figure 5-7. Calabasas has significant recreation facilities, including the Tennis & Swim Center, the Agoura Hills/Calabasas Community Center (gym and climbing wall), the Klubhouse Pre-School building at Creekside Park, and meeting rooms and offices at De Anza Park. In addition to the City-owned parks, local schools serve as joint recreational facilities. The Las Virgenes Unified School District has eight school sites within the City that are available for recreational use after school hours and on weekends. Furthermore, more than two thousand acres of open space and multi-use trails in the City are located on lands owned by the National Park Service, Santa Monica Mountains Conservancy, County of Los Angeles, the Las Virgenes Municipal Water District, and various homeowner associations.

Figure 5-7: City of Calabasas Parks

Park Facility Name	Total Park Area (acres)	Active Use Area (acres)
Calabasas Tennis and Swim Center	8.81	8.81
Calabasas Creekside Park	12.21	3.7

De Anza Park	11.2	7.62
Gates Canyon Park	7.34	5.59
Grape Arbor Park	3.52	3.52
Wild Walnut Park	26.8	1.5
Freedom Park	1.13	1.13
Highlands Park	0.2	0.2
Parklet on Las Virgenes Road	0.44	0.44
Calabasas Senior Center & Civic Center Park	5.2	0.73
Calabasas Bark Park	3.66	2.1
Calabasas Community Center	4.51	4.51
Totals	85.02	39.85

The City's target service level is three acres of active parks per 1,000 residents.[89] The City's aim is to augment its inventory of City-owned and operated recreational facilities and park facilities as circumstances allow.

The City has initiated several recreational opportunities over the last 15 years in conjunction with other providers. In 2005, the City launched the Pumpkin Festival, a family friendly fall event attracting 10,000 to 12,000 persons over a two day weekend. At the Lupin Hill School, and via a contract with Little Learners, Inc., the City's Community Services Department provides state-licensed before- and after-school programs, as well as pre-school, for local children. The City contracts with Top Seed Tennis Academy to operate the tennis programming and maintenance side of operations at the Calabasas Tennis & Swim Center.

Calabasas is a member of the Agoura Hills/Calabasas Community Center (AHCCC) JPA. The AHCCC gym/community center offers services to residents of both the City of Agoura Hills and Calabasas through an enterprise fund.

Transit

The City of Calabasas transit system is owned and managed by the City. MV Transportation provides contract operation services of the city-owned buses. A separate

[89] City of Calabasas, General Plan, 2015, p. X-2

contract provider offers Dial-a-Ride services for seniors. The City does not own the equipment associated with this service.

Library

The Calabasas Civic Center includes a library that holds 90,000 volumes of reading material, a children's reading room, specialty collection areas, a young adult area, technology center, and multi-purpose room and a reading area for adults. The Library Civic Center was completed in 2008. The Friends of the Calabasas Library, a volunteer group of citizens, provides funds for library programs and events for Calabasas residents.

In June 2013, the City of Calabasas entered into a Memorandum of Understanding with the City of Hidden Hills and the Las Virgenes School District for provision of Library services for five years. The MOU was renegotiated and signed again on July 1, 2018 for an additional five-year period.

Solid Waste

The Environmental/Intergovernmental Relations Division of the PW oversees the City's waste removal and recycling efforts. These services are provided through a franchise agreement with Waste Management. The City is responsible for meeting mandated State and federal goals for waste reduction. In order to accomplish this, the Department offers a number of specific waste and recycling programs.

Water

Las Virgenes Municipal Water District (LVMWD) provides potable water (as well as wastewater treatment, recycled water and biosolids composting) to residents in the cities of Agoura Hills, Calabasas, Hidden Hills, Westlake Village, and unincorporated areas of western Los Angeles County.

All of the District's water supplies must be imported from Northern California through Metropolitan Water District of Southern California (MWD), the primary water wholesaler in the region. Originating in the High Sierras, water is transported more than 400 miles through the State Water Project's California Aqueduct entering the LVMWD service area at the east end of Calabasas. Water is then distributed throughout the District.

The most recent Consumer Confidence Report for LVMWD is for 2018. In that year, the District did not exceed limits for any contaminants, meaning it was 100 percent compliant with drinking water quality standards.[90] By comparison, the industry standard for compliance with NPDWRs is 99 percent (361 days) of the year.

Wastewater

The Consolidated Sewer Maintenance District, contracted by the City, maintains the wastewater collection system and handles any overflows. The District is managed by the

[90] Las Virgenes Municipal Water District, Consumer Confidence Report, 2018

SMD and provides sewage collection services to over 2 million customers in unincorporated County areas, 37 member cities, and 2 contracted cities.[91] SMD personnel manage the City's sewer collection system operation, provide engineering evaluation of proposed and existing sewer facilities, administer preventive maintenance and sewer construction programs, and oversee maintenance of the wastewater collection system facilities and related records and plans. The Districts' maintenance services are provided from four maintenance yards strategically located within the City of Calabasas for efficient management of maintenance activities including SSOs and other emergencies.

The City of Calabasas' collection system consists of 74.9 miles of collection main and two pump stations.[92] The City most recently completed an update of its Sewer System Management Plan (SSMP) in 2019. No infrastructure needs were identified in the SSMP.

The SMD has scheduled CCTV inspection and evaluation of the sewer pipe conditions for the entirety of all collection systems it operates on 10-year intervals.[93] The inspection appropriately identifies and prioritizes repairs or replacement of any structurally deficient pipe segments for repair.

All wastewater agencies are required to report sanitary sewer overflows (SSOs) to SWRCB. Sewer overflows are discharges from sewer pipes, pumps and manholes. Overflows reflect the capacity and condition of collection system piping and the effectiveness of routine maintenance. The sewer overflow rate is calculated as the number of overflows per 100 miles of collection piping per year. Over the last three years (2017-2020) there were five SSO events in the City's system. Averaged over the three-year period, the City's SSO rate was about 2.2 spills per 100 miles of mains. By comparison, other wastewater agencies in California average 4.73 SSOs per 100 miles per year.

The Las Virgenes Municipal Water District provides wastewater treatment services to the residents of Agoura Hills, Calabasas, Hidden Hills, Westlake Village and unincorporated areas of Los Angeles County. The wastewater flows to the Tapia Water Reclamation (Tapia) through sewer pipes where it is treated to high-quality recycled water for use on golf courses, parklands, highway landscapes and common areas.

Located just south of Malibu Creek State Park, the wastewater treatment facility operates under a permit issued by the RWQCB or "Water Board", a State agency.[94] Tapia is owned and operated by the Las Virgenes - Triunfo JPA that was established between Las Virgenes and Triunfo Water and Sanitation Districts to treat wastewater within the Malibu Creek watershed.

Between January 1, 2017 and June 1, 2020, LVMWD was issued 54 violations at the Tapia Water Reclamation Facility. Of the violations, 12 were for late or deficient reporting and 42 were for effluent violations. None of the violations were considered priority violations.

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[91] https://dpw.lacounty.gov/smd/SMD/12thEdAnnualNewsletterCSMD.pdf, downloaded 5/21/2025.

[92] State Water Resources Control Board, California Integrated Water Quality SystemProject – SSO Report, 2020.

[93] City of Calabasas, Sewer System Management Plan, 2019, p. 29.

[94] https://www.lvmwd.com/about-us/joint-powers-authority/wastewater-services/recycled-water/sprayfields downloaded 5/21/2025.

Certain areas within Calabasas remain on private septic systems. These areas include portions of Calabasas Highlands and Turtle Creek Road located west of Mulholland Highway, Dry Canyon Cold Creek Road and the connector roads Dorothy Road, Valdez Road, and Canyon Drive, Old Topanga Canyon Road between Mulholland Highway and Mulholland Drive and Black Bird Way, and Hummingbird Way. As of 2011, there were 118 properties within the city containing an active septic system and the average age of the systems was 34 years.[95]

[95] City of Calabasas, Community Development Department Annual Report, 2011, p 17.

CITY OF CALABASAS MSR DETERMINATIONS

Growth and Population Projections

- As of January 1, 2020, the California Department of Finance estimated the City of Calabasas had a population of 24,193.
- The Southern California Association of Governments' (SCAG) most recent population projections from 2016 anticipated an average annual growth of 0.1 percent over the 20-year period from 2020 to 2040 for Calabasas. These projections are consistent with recent trends and remaining vacant land within the City; however, the growth estimate may be overly conservative given the potential for annexation of additional residential territory into the City's boundaries.
- Growth within Calabasas is constrained by topography, environmental constraints, and community preferences.

The Location and Characteristics of Disadvantaged Unincorporated Communities Within or Contiguous to the Agency's SOI

- No disadvantaged unincorporated communities as defined in Government Code §56033.5 exist within or adjacent to the City's boundary or SOI.

Present and Planned Capacity of Public Facilities and Adequacy of Public Services, Including Infrastructure Needs and Deficiencies

- Municipal services offered directly by Calabasas' staff are limited to recreation, park and landscape maintenance, library, street maintenance, and stormwater/drainage. All other services are provided by contract with a private or public provider or by responsibility of another public agency.
- Where contract services are provided, the City indicated that it receives regular use reports from the contracting agency, and there are generally no concerns about the present level or capacity of contract services offered. The level of services provided are reviewed regularly upon contract renewal.
- Significant capital improvement projects identified in the City's CIP for FY20-21 consist of $1.02 million for street resurfacing projects and $2 million toward Green Street projects.
- The City's streets were identified as being in "fair" condition on average during its 2017 review. In order to prevent the pavement condition from further deteriorating, the City must commit at least $1 million annually to its streets. Additionally, the City recognized a need for additional community park and open space acreage to meet identified standards. No further significant infrastructure deficiencies were identified for other municipal services offered by the City.

- There were no capacity concerns of note identified over the course of this review related to city municipal services. The City and contract agencies appropriately conduct assessments and planning to address infrastructure needs associated with capacity concerns and development-related growth.
- It is assumed that, given the minimal opportunities for new growth within and adjacent to Calabasas, the City will continue to have sufficient capacity to serve future anticipated growth. However, and should it pursue annexation, the City will need to develop a plan for services for annexation of Mountain View Estates to ensure that there is sufficient capacity to serve sizable additional demand associated with the subdivision.
- City management methods appear to generally meet accepted best management practices. The City prepares a budget before the beginning of each FY, has a detailed Capital Improvement Program, conducts periodic financial audits, maintains relatively current transparent financial records, regularly evaluates rates and fees, tracks employee and department workload, and has established a process to address complaints.

Financial Ability of Agencies to Provide Services

- The City has the financial ability to provide services. The City is at "low risk" of financial distress, revenue growth has been moderate and exceeds inflation, and it is meeting its adopted reserve policies which provide for adequate reserves. The City received a high credit rating for its most recent debt issuances. Its unfunded pension and OPEB liabilities are low.

Status of, and Opportunities for, Shared Facilities

- The City shares facilities through its contract services providers, in particular public safety providers that make use of regional facilities to service multiple cities and unincorporated areas. The Los Angeles County Sheriff's Department operates from its Lost Hills Station, which serves five cities and unincorporated communities in the region. The City also maintains contracts with Los Angeles County Public Works, Consolidated Sewer Maintenance District, and Waste Management, Inc., which are offered out of each agency's facilities.
- The City has indicated it is satisfied with its contract service providers. No other opportunities for facility sharing were identified.

Accountability for Community Service Needs, Including Governmental Structure and Operational Efficiencies

- Accountability is best ensured when contested elections are held for governing body seats, constituent outreach is conducted to promote accountability and ensure that constituents are informed and not disenfranchised, and public agency operations and management are transparent to the public. The City demonstrated accountability with respect to these factors.

- There are nine areas where Calabasas' SOI could be expanded to incorporate existing or potential growth areas, as well as municipal service inefficiencies resulting from illogical boundaries.
- The City has not proposed any government structure options.

CITY OF CALABASAS SPHERE OF INFLUENCE UPDATE

Existing Sphere of Influence

The City of Calabasas' SOI is coterminous with its boundaries.

Sphere of Influence Analysis

The City of Calabasas' SOI is coterminous with its boundaries. The SOI is an indicator of LAFCO's anticipated boundary growth for the City, which enables a City to properly plan for service needs associated with its future service area.

Select areas were identified for inclusion in the City's SOI based on available adjacent unincorporated territory, service inefficiencies, existing unincorporated islands, potential impacts on city residents, access, and potential for growth. These areas were discussed in detail in the *Growth and Population Projections* section of this chapter and identified with lettered markers for reference in Figure 5-5.

Many of the areas proposed for inclusion have overlapping issues or concerns that make them appropriate for adding to the City's SOI. In particular, Areas G, I, and J are service islands, which creates illogical boundaries and resulting service inefficiencies. All of these areas are developed, and the City has not proposed changes in land use should they be annexed.

A portion of Area A has remained in the City of Hidden Hills' SOI for three decades without indications of intent to eventually annex the territory. Additionally, the City of Hidden Hills' current SOI in Area A splits the existing residential Mountain View Estates community, a gated community, which does not provide a logical planning area boundary. Calabasas has considered annexation of the Mountain View Estates subdivision in the past but determined that 60 percent resident support at the time was not sufficient to move forward. However, the area is developed territory adjacent to the City of Calabasas' boundaries, which impacts the City's demand for services and capacity of services. Additionally, as a larger city with greater capacity to provide services in combination with ease of access to the area, Calabasas is best poised to serve the subdivision compared to the City of Hidden Hills.

Calabasas proposed inclusion of Areas B and C in its SOI to prevent forming an unincorporated island should it expand its SOI and ultimately annex Areas A and D. However, at this time it is recommended that Areas B and C remain in the City of Hidden Hills' SOI (with Areas E and F) to give the City an opportunity to plan for the entirety of its SOI in the upcoming GP Update. If Hidden Hills fails to appropriately plan for these areas, then it may be recommended that Calabasas' SOI be expanded to include these areas.

The addition of Craftsman's Corner (Area D) in Calabasas' SOI (and exclusion of Areas E and F) is consistent with an agreement between the Cities of Hidden Hills and Calabasas for the annexation of Craftsman's Corner by Calabasas.

The City identified Area H as an illogical boundary and proposed it for inclusion in its SOI to address the issue. The territory is preserved as open space and the City indicated that it does not intend to change land use in the area if annexed. Additionally, inclusion of the area

could address Calabasas' need for additional open space to meet target open space standards.

Area I has been under contention in recent years amongst the three agencies with vested interest in the unincorporated properties—the City of Agoura Hills, the City of Calabasas, and Los Angeles County. As unincorporated territory, the land use authority for the five parcels in Area I is the County of Los Angeles; however, the cities of Agoura Hills and Calabasas and their residents may be impacted by the uses in the area. Business owners located in the area have indicated a preference to be annexed by one of the neighboring cities. Additionally, given that the territory is substantially surrounded by the two cities and constrained to the north by Highway 101, the area could be considered an island with associated service inefficiencies. In order to minimize illogical boundaries, one of LAFCO's objectives is to eliminate such islands, and therefore the territory should be included in a city's SOI to indicate LAFCO's intention to accomplish this aim and allow the city to appropriately plan for annexation of the area.

However, because of the present contentious nature of the territory, an option is to define Area I as an "Area of Concern", establish a cooperative land use agreement between the three agencies, and assess which city is best suited to take on the property upon the next SOI update. "Areas of Concern" are used by LAFCOs for geographic areas "beyond the sphere of influence in which land use decisions or other governmental actions of one local agency impact…another local agency."[96] Alternatively, should LAFCO not desire to adopt a definition for an "Area of Concern" in its policies, the three agencies could formalize their mutual commitment to coordinated land use planning in the area with their own jointly designed agreement. Los Angeles County recognized the need for "intergovernmental land use coordination" in its Santa Monica Mountains North Area Plan and the Ventura Freeway Corridor Areawide Plan. Of note, the plans identify a need for coordination to establish "a set of consistent development standards across jurisdictional boundaries to help eliminate inter-jurisdictional impacts associated from developments adjacent to two jurisdictions,"[97] much like the circumstances surrounding Area I. A cooperative agreement between the three agencies could be a useful tool to 1) allay concerns on the part of the cities regarding any potential changes in use, 2) ensure city involvement regarding decisions for an area that either city might annex and serve in the future, and 3) work towards agreement on which city may eventually annex the area.

An SOI is an indicator of areas that the City may annex within a foreseeable timeline. Many LAFCO's have defined an SOI as having a 10- or 20-year planning horizon. Los Angeles LAFCO has not defined SOIs as having a particular planning timeframe; however, in relation to Area K, annexation of the property is not an immediate plan for Calabasas as use of the territory is contingent on reuse of the yet active Calabasas Landfill. The lifetime of the Calabasas Landfill could be extended through 2042, and the landfill may not be reusable for Calabasas' envisioned sports complex for years thereafter. Given that annexation and use of Area K is not imminent, it may be prudent to wait to address this area during the City's next SOI Update.

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[96] Butte LAFCo, Operations Manual Policies and Procedures, May 6, 2010, Section 3.1.6.1

[97] Los Angeles County, Santa Monica Mountains North Area Plan, 2000, p. III-15.

Sphere of Influence Determinations

Present and planned land uses, including agricultural and open-space lands

- Like most cities, the City of Calabasas consists of a variety of land uses; however, predominant uses are residential and open space. No areas within the City are classified as agricultural uses.
- Growth within Calabasas is constrained by topography, environmental constraints, and community preferences.
- Areas A, D, and H, which are proposed for inclusion in the City's SOI, have some open space and light agricultural uses. However, with the exception of Area D, the City is not proposing to change land uses if annexed.
- Areas G and J, which are proposed for inclusion in the City's SOI, are both built out and do not have any open space or agricultural uses.

Present and probable need for public facilities and services

- Based on demand indicators, there is existing demand for all municipal services offered by Calabasas. There will be a continued need for these services and related infrastructure based on existing demand, as well as anticipated growth-related demand within the city limits and associated with any annexations.
- In many areas proposed for inclusion in the SOI, municipal service infrastructure, including water, wastewater, streets, and public safety stations already exist to serve the areas. Additionally, many of the City's contract agencies already serve the developed areas, which indicates the ability and willingness to provide continued services to the areas. The City will need to assess how services will be offered within Area D to meet demand associated with the new development.

Present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide

- Municipal services offered directly by Calabasas' staff are limited to recreation, park and landscape maintenance, library, planning, building & safety, street maintenance, and stormwater/drainage. All other services are provided by contract with a private or public provider or by responsibility of another public agency.
- Where contract services are provided, the City indicated that it receives regular use reports from the contracting agency, and there are generally no concerns about the present level or capacity of contract services offered. The level of services provided are reviewed regularly upon contract renewal.
- The City's streets were identified as being in "fair" condition on average during its 2017 review. In order to prevent the pavement condition from further deteriorating, the City must commit at least $1 million annually to its streets. Additionally, the City recognized a need for additional community park and open space acreage to meet identified standards. No further significant infrastructure deficiencies were identified for other municipal services offered by the City.

- There were no capacity concerns of note identified over the course of this review related to city municipal services. The City and contract agencies appropriately conduct assessments and planning to address infrastructure needs associated with capacity concerns and project related growth.
- City management methods appear to generally meet accepted best management practices. The City prepares a budget before the beginning of each FY, has a detailed Capital Improvement Program, conducts periodic financial audits, maintains relatively current transparent financial records, regularly evaluates rates and fees, tracks employee and department workload, and has established a process to address complaints.

Existence of any social or economic communities of interest

- The Santa Monica Mountains Conservancy is an economic community of interest with an aim of preserving open space in the region and surrounding the City of Calabasas.
- The businesses in Area J are considered an economic community of interest, that is divided from other businesses along Agoura Road due to their exclusion from the City and related levels of service. Similarly, the Alice C. Stelle Middle School, its staff and students are a community of interest as they are also isolated from the City.

Present and probable need for water, wastewater, and structural fire protection facilities and service of any disadvantaged unincorporated communities within the existing SOI

- No disadvantaged unincorporated communities exist within or adjacent to the City's boundary or SOI.

Sphere of Influence Recommendation

LAFCO is charged with promoting logical boundaries and efficient delivery of services; therefore, this MSR recommends that LAFCO consider inclusion of Areas A, D, G, H and J into the City of Calabasas' SOI. While it may be appropriate to include Area K when the landfill is nearing closure and the City has a more defined plan for use, it is recommended in the meantime the area remain excluded from the Calabasas's SOI.

Areas B and C are recommended to remain in the Hidden Hills SOI for the City to have an opportunity to plan for these areas. Should Hidden Hills choose not to plan for these areas and eventual annexation, then it would be appropriate for these areas to be included in Calabasas' SOI. The City of Calabasas indicated that it supports this recommendation.

It is recommended that Area I eventually be included in either the City of Agoura Hills' or City of Calabasas' SOI. However, it is apparent that such a recommendation is not practical at this time. In lieu of inclusion in one of the City's SOI, it is recommended that Area I be identified as an "Area of Concern" and a cooperative land use agreement, covering those issues discussed by the two cities during the recent annexation process, be formalized to promote collaboration amongst the County of Los Angeles, as the existing land use authority of the area, and the cities of Agoura Hills and Calabasas, as the potential future service providers and affected agencies. It is recommended that the three agencies work together to define the cooperative agreement to meet their needs and circumstances.

6. CITY OF HIDDEN HILLS

CITY OVERVIEW

Development of Hidden Hills began in the 1950's. The City of Hidden Hills was incorporated as a general law city in 1961 and was approximately 1.3 square miles in area.[98] The City is a gated community with minimal City territory, and minimal residential or commercial development, outside of its gates.

Hidden Hills' population of 1,868[99] is represented by its elected city council. The City Council directs its City Manager and staff of two; most public services are provided by contract with private companies and with other public agencies.

Many civic and municipal functions, for example, maintenance of roads (within its gates), parks, trails and community facilities are maintained by the Hidden Hills Community Association and its elected Board. The Board also conducts architectural and aesthetic review and enforces the communities' codes, covenants and restrictions inside the community's gates. The City handles Planning, development, engineering, building & safety, traffic safety, environmental services, and public works.

The City has an expansive SOI that extends well beyond its municipal boundaries.

Boundaries

The City is nestled between the western foothills of the San Fernando Valley in Los Angeles County, and is a gated community. The City of Hidden Hills constitutes 1,080 acres (1.68 square miles) of land area.[100]

Sphere of Influence

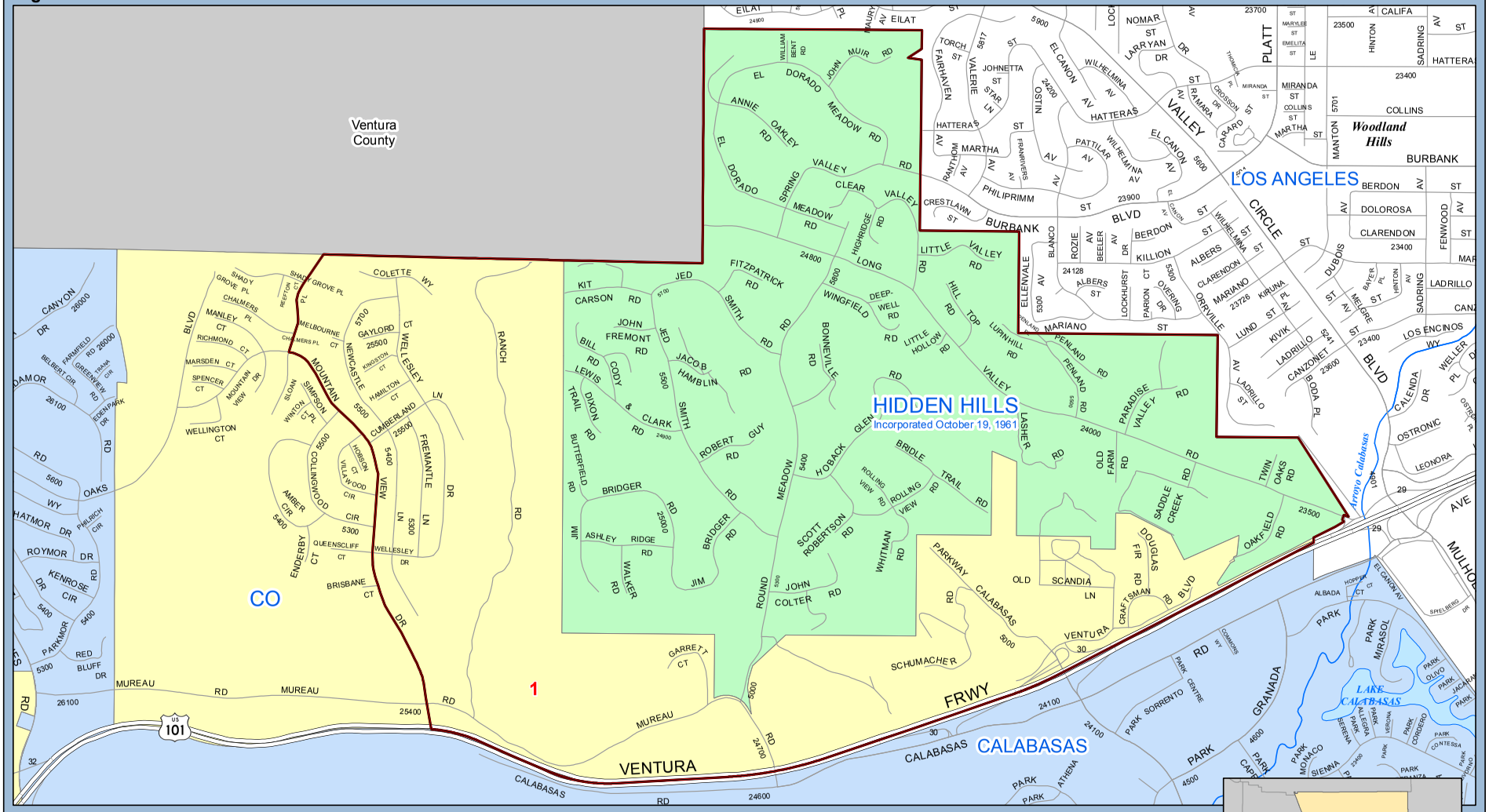
LAFCO adopted an expansive sphere of influence (SOI) for the City of Hidden Hills that includes unincorporated territory to the west and to the south of the city limits. The SOI encompasses 1,823 acres (2.85 square miles). The SOI includes the territory lying between the city limits and the Ventura Freeway (Highway 101) to the south, and the territory between the city limits and Mountain View Drive to the east. The SOI was established in 1991 and reconfirmed in 2004 and 2012. The City's boundary and SOI are depicted in Figure 6-1.

[98] See City of Hidden Hills website for additional history of the community https://hiddenhillscity.org/about-us/history/

[99] As of January 1, 2020, as estimated by the California Department of Finance.

[100] Area estimates from LAFCO GIS, 6/3/2020.

Figure 6-1


Ventura County
HIDDEN HILLS
Incorporated October 19, 1961
CO
1
LOS ANGELES
CALABASAS
VENTURA
FRWY
Arroyo Calabasas
LAKE CALABASAS
Woodland Hills
BURBANK
Legend
City of Hidden Hills
Hidden Hills Sphere of Influence (SOI)
1
Established 04-27-83
Reconfirmed 08-25-04
Sphere of Influence History
Action
Effective Date
Established 11-13-91
Reconfirmed 08-25-04
Reconfirmed 11-14-12
Hidden Hills Sphere of Influence
1 in = 0.2 miles
0 0.125 0.25 0.5
Miles
LAFCO
Revised: December 27, 2012

ACCOUNTABILITY AND GOVERNANCE

The City of Hidden Hills is governed by a five-member City Council that is elected by residents to serve staggered four-year terms. Each year, City Councilmembers select the mayor to serve a one-year term. Compensation for City Councilmembers allows for a maximum of $300 per month or an annual salary of $3,600, however, this salary has been waived by the Council.

The City Manager, City Clerk, and the Accounting Specialist are able to accept complaints by phone. Complaints are also received via email, or in-person at City Hall during normal hours of operation from 9am-5pm. Matters that cannot be resolved over the phone are investigated by appropriate staff or referred to the proper agency. Complaints filed in 2019 include approximately ten traffic violation complaints, five building code violations, four coyote sighting complaints, and three "night light too bright" complaints; no complaints about staff were filed.[101]

City Council meetings occur twice monthly on the second and fourth Monday of each month. Council meetings are open to the public and take place at 6:30pm in the Council Chambers at City Hall under normal circumstances; however, due to the COVID-19 pandemic and declared State of Emergency by the State of California, the City has transitioned to entirely virtual meetings held on the Zoom teleconferencing system at the same time as the regularly scheduled meetings. The meetings are streamed live and available on demand on the City's website. Council meetings are also televised live on cable TV Channel 3.

The meeting schedule can be found on the City's website along with the agenda which is also available at the City Clerk's office. The City provides a direct link to its agenda on the website thereby complying with agenda posting requirements of AB 2257.[102]

Council meeting minutes are likewise posted on the City's website and are available at City Hall. Additionally, the City updates constituents through a newsletter mailed to residents as well as news and announcements posted on the City's website.

The City has demonstrated accountability and transparency in its disclosure of information and cooperation with this review. The City responded to the questionnaires and cooperated with document requests.

PLANNING AND MANAGEMENT PRACTICES

While public sector management standards vary depending on the size and scope of the organization, there are minimum standards and best practices that should be followed by all agencies. Well-managed organizations evaluate employees annually, track employee and agency productivity, periodically review agency performance, prepare a budget before the beginning of the FY, conduct periodic financial audits to safeguard the public trust, maintain current financial records, plan for future service needs, and plan for future service and capital needs.

[101] City of Hidden Hills Response to Data Request, 1/28/2020.

[102] Assembly Bill 2257 (Government Code Section 54954.2) updates the Brown Act in 2016 with requirements governing the location, platform, and methods by which an agenda must be accessible on the agency's website.

Staffing and Organizational Structure

The City of Hidden Hills delivers municipal services through a combination of staff, contracts with other agencies, and contracts with private contractors. City operations are divided into four departments consisting of: the City Council, the City Manager, the City Clerk, and Finance.

Four functions are run by contract staff. These include the City Attorney, the City Treasurer, the City Engineer, and the Emergency Services Coordinator. The City handles Planning, development, engineering, building & safety, traffic safety, environmental services, and public works. The Hidden Hills Community Association and its elected Board conducts architectural and aesthetic review and enforces the communities' codes, covenants and restrictions inside the community's gates.

The five elected members of the City Council govern the affairs of the City through adopted legislative policies and direction to staff. The Council also decides planning issues.

The City Manager is appointed by the City Council to implement their policies and oversee the general management and administration of the City's operations. The City Manager is also the liaison to other governmental agencies and a representative on the Technical Advisory Committee of the Las Virgenes Malibu Council of Governments.

The City Clerk is tasked with official recordkeeping for the City as well as providing support to the City Manager. The City Clerk maintains and provides public records, legislative documents, legal publications and contracts, while also coordinating municipal elections.

The City's Finance Department includes an Accounting Specialist. The Department manages the City's funds and accounting matters, including revenue, payments, investments, salaries and benefits. This department is also responsible for audit and budget coordination. Audits are provided under contract to a private firm.

The City Attorney is currently contracted through the law firm of Richards, Watson, and Gershon.

The City Treasurer is a position provided under a contract with the City. The City Treasurer follows the guidance of the City Manager. The City Treasurer also supervises the Finance Department. While the Accounting Specialist oversees day-to-day financial tasks, the City Treasurer focuses on the investment of City funds and provides reports to the City Council and City Manager.

The City Engineer's Department is composed of four divisions: Building, Planning, Code Enforcement, and City Engineering and Public Works. Hence, the department handles various aspects of development from establishing design and safety standards to administering the GP and maintaining capital improvements like streets, storm drains, and City facilities. The Building Inspector and the Building Official are contracted staff within this department. These services are provided by Charles Abbott Associates through an agreement with the City.

The Department of the Emergency Services Coordinator is responsible for implementing plans to ensure residents' safety and to provide access to public information and resources

in the case of a large-scale emergency or natural disaster. The department coordinates with the Consolidated Fire Protection District of Los Angeles County (CFPD), Los Angeles County Sheriff's Department, and the Hidden Hills Community Emergency Response Team (CERT), which is composed of resident volunteers.

A five-member commission, appointed by the Mayor, and subject to approval of the City Council, advises the City Council on the health and safety needs of the Hidden Hills community and recommends legislation and procedures to support and improve the public's welfare. The Commission also acts as a liaison to various County departments that Hidden Hills contracts with to provide services. Elected officials may not be chosen for the Commission, and members do not receive compensation.

The municipal services provided by these departments are described in further detail in the Municipal Services section of this chapter.

Hidden Hills Community Association

The Hidden Hills Community Association plays a significant role in the community and provides some services that are often the responsibility of city government. For example, the Association is responsible for maintenance of all roads, trails, parks and recreation facilities within the gates of the City. The Association also plays a role in reviewing and approving construction on or modification of any of the 648 home sites as it relates to aesthetic impacts and other requirements of conditions, covenants, and restrictions (CC&R's) which were originally set in place by the original developers. The seven Board members of the Association are elected by the residents.

Management Practices

Review of Employees and City Performance

To determine the performance abilities of staff, evaluations are administered to employees by the City Council and City Manager one to two times per year.

According to the City, there is not currently a system in place to evaluate its own level of productivity and operations agency-wide. It is reported, however, that the City of Hidden Hills has sufficient capacity to provide services within its current City boundaries.[103]

Review of Departmental Performance

The City does not indicate how or if the performance of departmental services is assessed, however, there are certain systems in place and quantifiable resources available to provide information that would allow for this type of evaluation.

In particular, the City Clerk has access to permits issued and requests for vital documentation that provide a quantification of demand for services. Similarly, the City reports calls for law enforcement service monthly and "year-to-date" in its monthly newsletter. The Consolidated Fire Protection District also provides monthly reports to the City documenting the number and types of calls.

[103] City of Hidden Hills Response to Data Request, 1/28/2020.

The Finance Department records fiscal information that is made available in the budget and CAFR and prepares an annual "Fiscal Health Report." The Emergency Preparedness Department implements Blackboard Connect, a system to aid in disseminating emergency notifications and which tracks resident contact information. Likewise, this Department also allows residents to subscribe for emergency alerts through Los Angeles County's AlertLA system.

The City reports capital improvements to be completed by the Building and Safety Department's Public Works Division. These include improvements to City Hall, the Long Valley/US-101/Valley Circle On-Ramp, Round Meadow School drop-off and pick-up, catch basin screens, traffic radar signs (V Calm) undergrounding, Round Meadow Road/Mureau intersection landscaping, and Citywide utility undergrounding. This reporting appropriately ensures the City's accountability and transparency to the public.

Planning Practices

The City's central planning document is its General Plan (GP). The current plan was adopted in November of 1995 and does not indicate a planning horizon. This plan outlines seven elements required by state law, which include housing, land use, open space, noise, circulation, safety, and conservation. The GP's planning area covers territory within the City's limits and its SOI. In conjunction with the GP, there is also a certified environmental impact review (EIR). The Plan's principles, goals, policies, and actions guide day-to-day decisions made by the City Council, boards, and commissions on the physical development of the City. The Housing Element of the General Plan was updated in 2014, however the rest of the GP is dated and requires a comprehensive update to define the City's plans for any future development and growth within its boundaries and SOI.

Oftentimes, cities adopt additional master plans, specific plans, strategic plans, management plans or monitoring programs to provide more detailed development guidelines for a community or neighborhood or provide comprehensive plans for an entire infrastructure system. Hidden Hills has not developed or adopted any of those plans.

The City's financial planning practices are discussed in the "Financial Ability to Provide Services" section of this chapter.

GROWTH AND POPULATION PROJECTIONS

Land Use

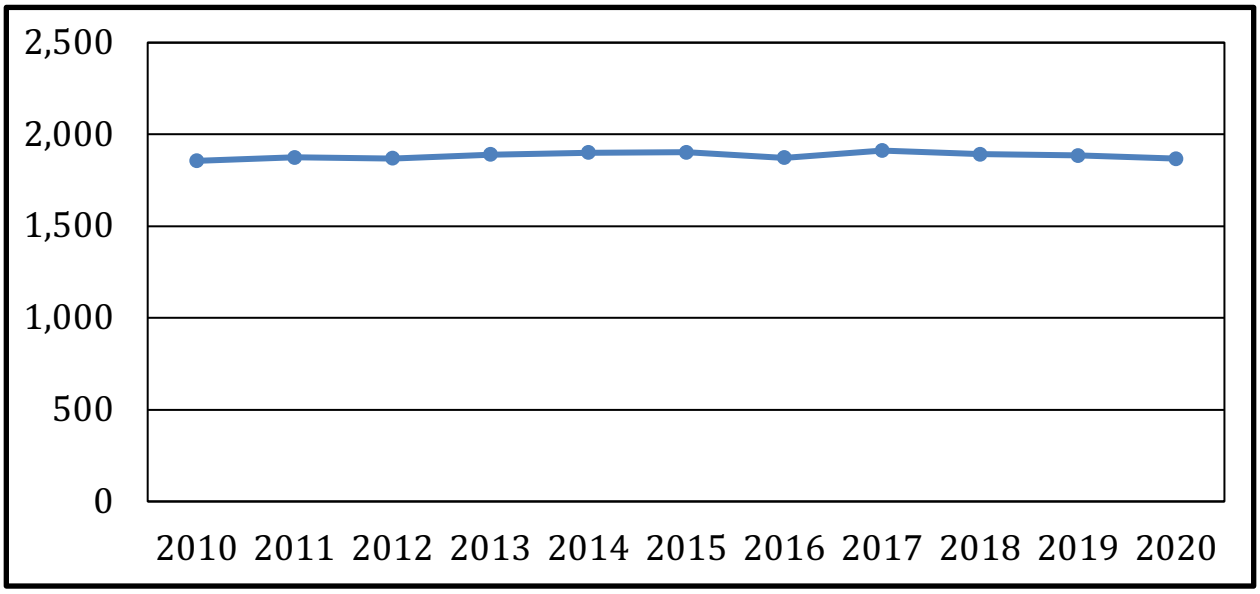
With the exception of four commercially zoned lots, the entire City is zoned as residential; the minimum lot size is one acre except for lots zoned R1 which may be 20,000 square feet. The CR zone is also zoned for affordable housing.

The City of Hidden Hills is nearly built out, with potential for development on 23 vacant parcels.

Population

As of January 1, 2020, the California Department of Finance estimates a City of Hidden Hills population of 1,868. The City is near build-out and there has been minimal growth in recent years. Since 2010, the City has increased its population of 1,856 to 1,868 in 2020, which represents less than one percent total change over ten years. Figure 6-2 shows there has been almost no change in the City's population over the last decade.

Figure 6-2: City of Hidden Hills Population, (2010 – 2020)



There is little potential for growth within the City's existing boundaries. The Southern California Association of Governments' (SCAG) most recent population projections from 2016, anticipated that the City would reach a population of 1,900 in 2020 and grow to 2,000 by 2040, which equates to average annual growth of 0.3 percent over the 20-year period.[104] These projections are consistent with recent trends and remaining vacant land.

Planned and Proposed Development

Over the past five years, 17 permits have been issued for new homes that have been completed.[105] The City reported that there were no planned or proposed developments within its boundaries at this time. Additionally, there are no plans for development adjacent to the City's boundaries that it is considering annexing.

Growth Strategies and Constraints

The City's primary planning document is the General Plan (GP), which dates from 1995. The Housing Element was most recently updated in 2014. The City is aware that the General Plan is out-of-date and needs to be updated. The City has been waiting for the City of

[104] 2016-2040 RTP/SCS Final Growth Forecast by Jurisdiction.

[105] Correspondence with City of Hidden Hills, 2020-05-23. A total of 35 permits for new homes were issued for that 5-year period.

Calabasas to complete the annexation of the Craftsman's Corner territory before the GP is updated.

With the exception of pre-zoning for the anticipated annexation of 12 acres in the Craftsman's Corner territory, the GP does not plan for the City's current SOI area outside of the City's boundaries. Including the SOI territory within a GP's "planning area" is considered a best management practice and is recommended to guide a City's long-term development and growth goals. During the GP update, it is recommended that the City appropriately plan for the entire area within its SOI as amended in response to this MSR.

Sphere of Influence

The City's current SOI encompasses a total of 1,823 acres, including 1,080 acres within City boundaries that generally are accessible only through its gated entrance.[106] The following description summarizes characteristics of areas within the City's SOI and outside its boundaries, labelled alphabetically for purposes of this MSR and map identification in Figure 6-3.

Until the current MSR update, the City has not indicated an interest in modifying its SOI or annexing territory outside of its current municipal boundaries (other than the Craftsman Corner area (see "Areas D, E and F", below); this expansive SOI with no planning or annexation activity for such a long period of time is contrary to standard planning practices for an SOI, which is intended to represent the City's ultimate growth boundary within a foreseeable planning horizon. It is understood that SOI issues have not been discussed until recently and no policies have been established by the City related to its SOI planning or annexation of SOI areas. It is recommended that the City make appropriate plans for the territory within its SOI (and any expansion further west) in order to determine what areas will reasonably be annexed over the next 10 to 20 years.

Area A – The City's current SOI in Area A splits the existing residential Mountain View Estates community, a gated community, which does not provide a logical planning area boundary. Optionally, the City could expand westward its SOI to the entire unincorporated area and include all of Mountain View Estates, or reduce its SOI boundary to basically run along Crummer Canyon Road (labeled as "Ranch Road" on Figure 6-3) as shown for Area "B", or further reduce the boundary to coincide with current City boundaries.

The City of Calabasas has considered annexation of Area A including unincorporated areas to the west of Area A. The City of Hidden Hills , historically, has not made any effort to annex Area A.

Area B –The area is undeveloped with Upper Las Virgenes Open Space Preserve making up a substantial portion of the territory. A majority of Area B is zoned as open space, with the exception of the southeast corner, which is zoned for heavy agricultural uses. The City has indicated concern about maintaining oversight of new development in Area B in order to minimize potential impacts on residents of the City, including the potential increase in traffic on Mureau Road that also serves Hidden Hills residents. Other concerns relate to possible wildfire issues that could be exacerbated by new development near City boundaries,

[106] Area estimates from LAFCO GIS, 6/3/2020.

and basic levels of County Sheriff funding in the area that do not meet the standards of neighboring cities that share Sheriff services, which may indirectly affect Hidden Hills.

There is a potential growth area located within the City's SOI to the immediate west of City boundaries. However, much of the area to the west of the City is designated as a Significant Ecological Area (SEA) by the County, meaning that the area contains plants or animals that are unique, unusual, or declining; development in this SOI area would require extensive and costly mitigation. If the City is interested in constraining development in Area B, the City could pre-zone the area as open space-resource protection, thereby protecting the territory from development following annexation.

Area C – Area C is unincorporated territory to the south of the City's municipal boundary and outside its main gate, but within its SOI. The area consists of 21 parcels zoned for heavy and light agriculture, residential planned development, and single-family residential. Existing residential development in the area is limited to the Mureau Estates off of Garrett Court. The City has been approached about private development proposals; however, no formal application has been submitted for development. The area is of interest to the City due to implications for traffic on the main access to Hidden Hills. The area, if annexed, could also provide an opportunity for the provision of sites suitable for affordable housing which the City is mandated by the State to accommodate through its land use and housing plans.

If Areas A, B, and D are proposed for municipal annexation (e.g., to Calabasas), Area C would be left as an "unincorporated island" contrary to LAFCO policies. The City of Calabasas has expressed interest in annexing Area C, should Hidden Hills not anticipate annexation of the territory.

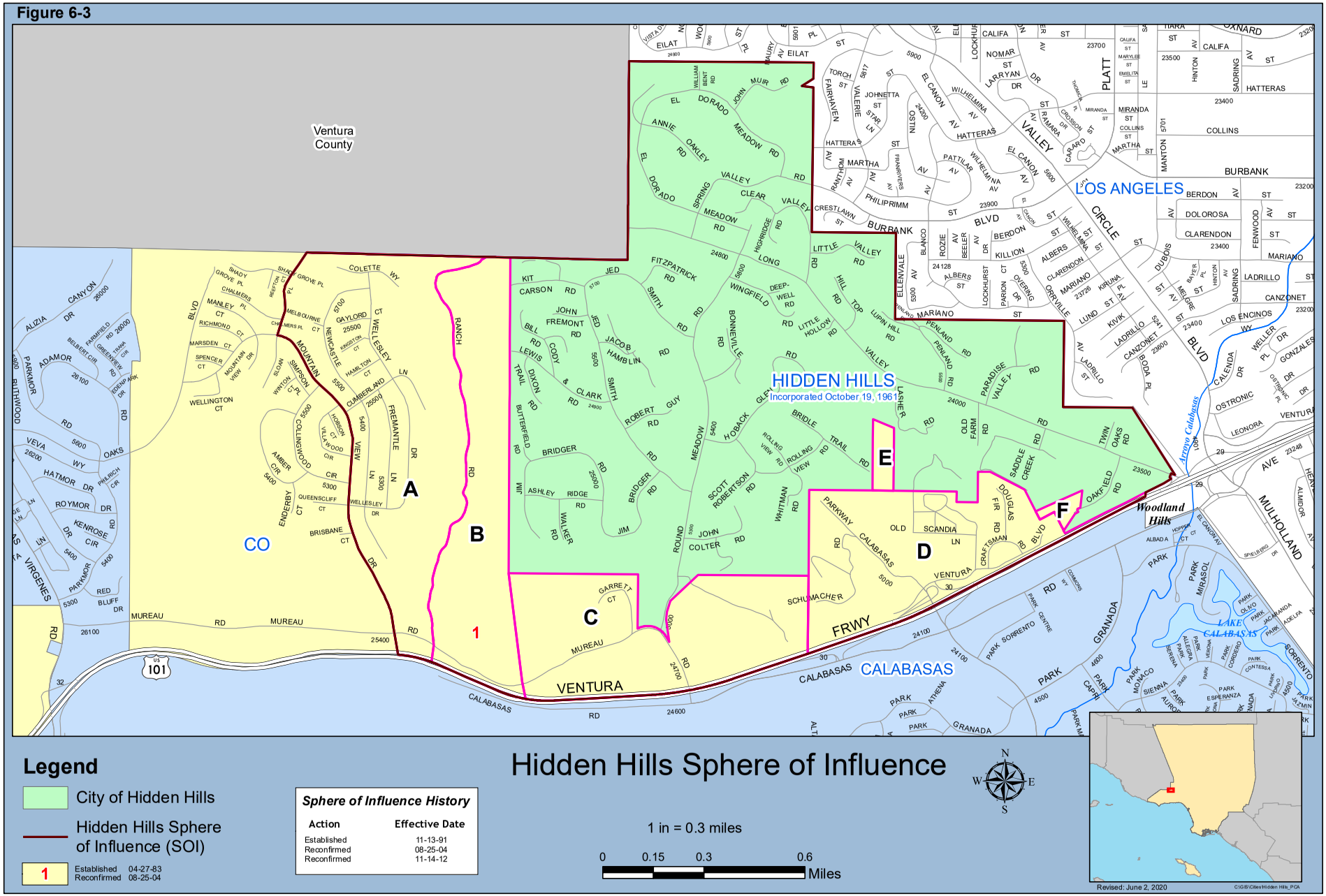
Areas D, E, and F – Area D is the subject of a proposed annexation of approximately 145 acres of territory (including 85 parcels) to the City of Calabasas, and approximately 12 acres of territory consisting of Areas E and F (including four parcels) to the City of Hidden Hills. This area is presently part of the unincorporated territories of the County of Los Angeles. Area E is uninhabited and undeveloped. Area F consists of three residences.

The City has a reimbursement agreement with the City of Calabasas related to costs to remove the Craftsman's Corner area from Hidden Hills' SOI so it can be annexed to Calabasas.[107] The action will also require that Hidden Hills annex two small areas (see Area E and Area F on Figure 6-3) to avoid the creation of "unincorporated islands" following the Calabasas annexation. The annexation will include revenue sharing between the two cities.[108]

[107] Reimbursement Agreement Between the City of Calabasas and the City of Hidden Hills Related to the Craftsman's Corner Annexation, January 1, 2015.

[108] Interview with K. Kallman, City of Hidden Hills, 5/8/2020.

Figure 6-3


Ventura County
HIDDEN HILLS
Incorporated October 19, 1961
CO
A
B
C
D
E
F
1
LOS ANGELES
CALABASAS
VENTURA
Woodland Hills
Arroyo Calabasas
LAKE CALABASAS
Legend
City of Hidden Hills
Hidden Hills Sphere of Influence (SOI)
1 Established 04-27-83 Reconfirmed 08-25-04
Sphere of Influence History
Action | Effective Date
Established | 11-13-91
Reconfirmed | 08-25-04
Reconfirmed | 11-14-12
Hidden Hills Sphere of Influence
1 in = 0.3 miles
0 0.15 0.3 0.6 Miles
N W E S
Revised: June 2, 2020

DISADVANTAGED UNINCORPORATED COMMUNITIES

No disadvantaged unincorporated communities exist within or adjacent to the City's boundary or SOI.

FINANCIAL ABILITY TO PROVIDE SERVICES

The California State Auditor's Office ranked the City of Hidden Hills as being at "low risk" of fiscal distress (based on FY16-17 financial statements), and ranked 436 out of 471 California cities ("1" being at greatest risk of fiscal distress) earning 90.7 points out of 100.[109]

The City of Hidden Hills' budget relies almost entirely on residential generated revenues because the community contains no commercial land uses. Relatively high property values support property-related revenues including General Fund property tax and library property tax, property transfer taxes, and fees and charges related to planning and building fees. The City receives, for general purposes, approximately 5.9 percent of each property tax dollar paid by City residents, and 2.2 percent to fund library services. This reliance on property tax helps to buffer the City against more significant COVID-19 impacts on sales taxes and hotel taxes experienced by other, larger cities.

Contract services provided by the County Sheriff's Department, other public agencies, and private contractors comprise about 45 percent of operating expenditures.[110] Several City departments and professional services are contract employees including the City Attorney, Treasurer, Engineer, Building Official and Inspector, and Emergency Services Coordinator.

Balanced Budget

All agencies in California are required to adopt balanced budgets. Annual budgets should show revenues at least equal to expenditures without relying on reserves. Unbalanced budgets will deplete reserves and may contribute to deferred maintenance and reduced services. Revenues in excess of expenditures can help to fund reserves, capital improvements, and increases in service levels.

The City's financial statements show total governmental revenues exceeding total expenditures in FY16-17 by 18 percent, growing to a margin in FY18-19 of 29 percent, increasing the City's fund balances. The FY19-20 budget indicated a balanced budget with minimal change in the General Fund balance, and included draw-downs of restricted fund balances for specific purposes. The adopted FY20-21 budget projects a six percent increase in property tax revenues, more than offsetting reduced Building and Safety revenues, a trend continuing from before COVID-19. The FY20-21 also reflects a reduction in Building and Safety expenditures due to reduced activity.

[109] Fiscal Health of California Cities, https://www.auditor.ca.gov/bsa/cities_risk_index, downloaded 2/12/2020.

[110] Correspondence with City of Hidden Hills staff, April 7, 2020.

Fund Balances, Reserves and Liquidity

Fund balances, reserves and cash assets should include adequate funds for short-term cash flow and liquidity, and provide funding for longer-term cost increases and capital needs.

The City's total fund balances grew from FY16-17 through FY18-19 and totaled $10 million at the end of FY18-19. The FY18-19 total balance represents approximately 240 percent of total annual expenditures. The General Fund balance also grew over that period.

The General Fund contingency reserve in FY18-19 was approximately 100 percent, or 12 months, of General Fund expenditures; this qualifies as "low" risk (greater than 50 percent, or 6 months) according to the State Auditor.

The contingency reserve is one component of total reserve allocations. The City's policies[111] provide that balances be allocated to the following reserves in the FY19-20 budget.

1. General Fund Contingency – Established as 80 percent of anticipated expenditures; for FY19-20 the reserve was $2,691,960.
2. Capital Improvement Program – May include allocations in excess of the amounts required for the General Fund Contingency reserve; for FY19-20 the reserve was $2,250,000.
3. Building Maintenance and Replacement/Upgrade – Determined annually based on major maintenance, upgrades and replacement required by City Hall; for FY19-20 the reserve was $500,000.
4. Underground Utility – funds dedicated to undergrounding overhead utility lines; for FY19-20 the reserve was $2,788,972.
5. Unrestricted – Allocations intended for cash flow purposes and minor unanticipated expenses; for FY20 the reserve was $672,990.

The FY20-21 budget continues to appropriate unexpended funds to the adopted reserve categories consistent with its policies.[112] Fund balances total approximately $10.6 million by the end of FY20-21, a slight reduction compared to the end of FY19-20.

Liquidity represents the amount of cash currently available for short-term needs after considering current liabilities (due within one year), and is typically measured as the ratio of current assets to current liabilities; the ratio should be equal to or greater than 1.0, indicating sufficient cash to meet current obligations. The City's FY18-19 financial report shows total cash and investments six times current obligations, including funds set-aside into various reserves; contingency and unrestricted reserves compared to current liabilities indicates a liquidity ratio of 1.9.

Net Position

An agency's "Net Position" as reported in its CAFR represents the amount by which assets (e.g., cash, capital assets, other assets) exceed liabilities (e.g., debts, unfunded pension and

[111] City of Hidden Hills General Fund Reserve Policy, Resolution No. 942, June 24, 2019.

[112] Resolution No. 959, June 22, 2020.

OPEB liabilities, other liabilities). A positive Net Position provides an indicator of financial soundness over the long-term and ability to fund capital improvements. A negative Net Position is an indicator of potential fiscal distress.

The City's financial statements show positive total and unrestricted net positions. According to a recent survey of financial statements for 482 California cities, Hidden Hills ranked 11th highest in Unrestricted Net Position per resident.[113]

Rates and Charges

According to the City's FY18-19 financial statements, Charges for Services totaled $1.1 million, or about 30 percent of General Fund revenues (26 percent of total governmental revenues).

The City's last review of fees and charges was in 2014 when fees and charges for land use and development services were reviewed and adjusted.[114] The City anticipates updating its fees in the near future.[115]

Long-Term Debt

The City has no long-term debt (other than pension and OPEB liabilities noted below).

Pension and OPEB Liabilities

Unfunded pension and OPEB liabilities present one of the most serious fiscal challenges facing many cities and districts. However, the City of Hidden Hills' payroll is low relative to its total budget, and total pension payments, including "normal" costs and unfunded liabilities (UAL), represent approximately 2 percent of the City's total governmental revenues, which earns the City a "low" risk designation (below 6 percent).

Projected "normal" cost, excluding unfunded liabilities (UAL), remains at 7.7 percent to 8.0 percent of covered payroll for PEPRA and other employees through FY25-26, respectively. CalPERS projections show a 50 percent increase in pension payments towards unfunded accrued liabilities (UAL) from FY20-21 through FY25-26.[116]

[113] California Sen. John M.W. Moorlach's Financial Soundness Rankings for California's 482 Cities, January 16, 2020

[114] Resolution No. 877, November 10, 2014.

[115] Correspondence with City of Hidden Hills staff, April 7, 2020.

[116] Misc. Plan and PEPRA Misc. Plan of the City of Hidden Hills, CalPERS Annual Valuation Reports as of June 30, 2018, published July 2019. PEPRA payments towards UAL are projected to be zero in FY25-26.

The City's FY18-19 total unfunded liability represents 11 percent of total governmental revenues which the State Auditor designates "low" risk (under 50 percent), down from 15 percent in FY16-17.[117] The funded portion of the City's plan is 82 percent of its total obligation, which assigns the City a "low" risk designation (above 80 percent).

The City currently funds OPEB benefits on a pay-as-you-go basis. The City's net OPEB liability measured and reported as of the end of FY18-19 is $483,671.[118]

Capital Assets

Capital assets must be adequately maintained and replaced over time and expanded as needed to accommodate future demand and respond to regulatory and technical changes.

The City's net value of depreciable capital assets slightly exceeded 50 percent of total capital asset value. After a slight decline in value in FY17-18 due to depreciation, net value increased in FY18-19 as a result of the completion of city hall improvement projects.

The City's budget includes an annual Capital Improvement Program showing the current budget year expenditures by funding source. No future year projects or funding are shown (other than remaining portion of current year projects).

Financial Planning and Reporting

Achieving transparency and public accountability standards dictates that cities provide easily accessible and clear documentation of their activities, including financial information.

Financial Policies – The City's budget includes policies for the establishment, maintenance and use of various General Fund and CIP reserves. The City also adheres to an adopted investment policy.

Website – The City's website provides recent copies of budgets, financial statements and supplemental reports, and salary information.

Annual Budget – The City produces an annual budget that provides a comprehensive and detailed view of the budget, including comparisons to recent years. The budget document includes a "Fiscal Health Report" with an explanation of trends and conclusions regarding fiscal health.

In 2017, the City overhauled its financial review process by adding: 1) an annual investment report to City Council; 2) a mid-year budget review; 3) a more expanded and detailed budget; 4) placement of the annual finance report on City website; 5) a seven-factor analysis of fiscal health was included in budget; 6) created a detailed reserve policy.[119]

Financial Forecasts – The City's Fiscal Health Report identifies factors and trends that require close monitoring. The FY20-21 budget includes a 10-year budget forecast.

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[117] Fiscal Health of California Cities, https://www.auditor.ca.gov/bsa/cities_risk_index, downloaded 2/12/2020. The State Auditor's results were based on FY16-17 financial documents.

[118] GASB Statement No. 75 Supplemental Schedules for City of Hidden Hills.

[119] City of Hidden Hills Response to Data Request, 1/28/2020.

Annual Audited Financial Statements – The City's financial statements are prepared in a timely manner and provide a clear and comprehensive picture of city financials consistent with Generally Accepted Accounting Principles (GAAP).

Capital Improvement Program – The City's budget includes an annual Capital Improvement Program but no future costs, funding or priorities.

Cost of Service/Rate Studies – The City's last review of fees and charges was in 2014 when fees and charges for land use and development services were reviewed and adjusted.

HIDDEN HILLS MUNICIPAL SERVICES

The City of Hidden Hills offers municipal services through a combination of contract services and directly by city staff. Additionally, the Hidden Hills Community Association is responsible for certain services within the city limits. Figure 6-4 summarizes the manner in which each municipal service is provided.

The City of Hidden Hills reports three full-time staff for FY19-20. These positions are the City Manager, City Clerk, and an accounting specialist. The City Council is authorized to add full-time or part-time employees as well as independent contractors, as needed

Figure 6-4: City of Hidden Hills Municipal Service Structure

Service	Provider
Land Use	City of Hidden Hills through contract with a private firm
Law Enforcement	Los Angeles County Sheriff by contract
Animal Control	Los Angeles County Animal Care and Control by contract
Fire Protection	Consolidated Fire Protection District of Los Angeles County (CFPD)
Paramedic	Consolidated Fire Protection District of Los Angeles County (CFPD)
Ambulance	McCormick Ambulance (per agreement with Los Angeles County Department of Health Services)
Domestic Water	Las Virgenes Municipal Water District
Recycled Water	Las Virgenes Municipal Water District
Wastewater Collection	Consolidated Sewer Maintenance District maintains City-owned collection system, treated by Las Virgenes Municipal Water District
Wastewater Treatment	Las Virgenes Municipal Water District
Solid Waste	Franchise agreement with Waste Management, Inc. and services provided through contract with a private firm
Street Maintenance	Hidden Hills Community Association (inside its gates), City of Hidden Hills outside the gates managed through contract with a private firm
Landscape Maintenance	Hidden Hills Community Association

Service	Provider
Stormwater/Drainage	City of Hidden Hills through contract with a private firm
Flood Control	Los Angeles County Flood Control District
Park Maintenance	Hidden Hills Community Association (inside its gates), City of Hidden Hills outside the gates
Recreation	Hidden Hills Community Association and City Community Services
Library	City of Calabasas by contract
Mosquito/Vector Control	Los Angeles County West Vector Control District

Legislative, Administration and General Services

City councilmembers are supported by the City Manager's office, the City Clerk, and an accounting specialist. Other administrative and general services are provided via contracts, including the City Attorney and City Treasurer.

Other general services obtained from outside providers and general expenditures include data processing/IT support, financial audits and financial services, liability and property insurance, employee benefits, memberships, utilities, and newsletter publication. The City has an agreement for the County to provide "miscellaneous and sundry services."[120]

The City Manager also oversees maintenance services including janitorial, building repairs/maintenance, and street cleaning.

The three full-time City employees include the City Manager, City Clerk, and Accounting Specialist.

Public Safety

The City's contract with the Los Angeles County Sheriff's Department and other public safety expenditures represent approximately 24 percent of City FY19-20 General Fund expenditures[121] and provides for general law enforcement, traffic enforcement, an emergency services coordinator, and animal control. The contract includes an additional charge specifically allocated to liability insurance costs; in FY19-20 the liability charge was approximately 11 percent of the contract amount.[122] The City's General Plan contains no

[120] General Services Agreement between the City of Hidden Hills and the County of Los Angeles, June 1, 2017.

[121] City of Hidden Hills Annual Budget Fiscal Year 2019-20, "Budget-in-a-Glance", pg. 19 (public safety).

[122] City of Hidden Hills Annual Budget Fiscal Year 2019-20, pg. 16.

policies for police officers per population. The City's contract with the Sheriff calls for 1.76 deputy positions,[123] which equals 0.94 deputies per 1,000 population.

The City reports calls for police service monthly and "year-to-date" in its monthly newsletter. Calendar years (CY) 2018 and 2019 showed a total of 61 and 58 calls respectively, primarily for trespassing.[124]

The City's Public Safety budget funds a contract with LACACC for animal control and animal sheltering costs plus collection of all licensing fees.[125]

Fire Protection

Fire protection services are provided by local Fire Station Number 68 (24130 Calabasas Road) through Division 7 of the Consolidated Fire Protection District of Los Angeles County (CFPD). Fire Station Number 68 provides suppression, rescue and fire prevention activities on a daily basis to Hidden Hills residents and businesses. These activities include responding to structural, mobile and natural vegetation fires, rescue and emergency medical calls, special incidents and disaster response.[126]

The CFPD provides monthly reports to the City summarizing the number and types of calls. For 2019, the Department responded to 137 calls; approximately 42 percent of the calls were for medical emergencies, and 23 percent for services primarily related to snake removal. There were two fire-related calls including one 6-acre brushfire. The other calls were responses to issues and reports of "Good Intent" that did not require Department action.[127]

ISO provides ratings on a scale of 1 to 10 (with 1 being the highest) to reflect the relative responsiveness and effectiveness of fire service, water supply, and other essential resources to suppress fire. As of 2017, Division 7 of CFPD has an ISO rating of 2 for the region it serves, including the City of Hidden Hills.

Fire services are funded by CFPD property taxes. The City's FY19-20 budget considers funding supplemental firefighting services on high risk or Red Flag Warning days through direct contracting with CFPD and/or private firefighting services.

Building and Safety

The City provides Building and Safety Services through a contract with a private firm.[128] Staff provided by the contract include the City Engineer, City Building Official, and City

[123] Los Angeles County Sheriff's Department, Service Level Authorization, Hidden Hills, 2020-2021 (excludes 0.07 law enforcement technician).

[124] Hidden Hills Newsletter, February 2020.

[125] City-County Municipal Services Agreement between the City of Hidden Hills and Los Angeles County Animal Care and Control, eff. July 1, 2019 until June 30, 2024.

[126] City of Hidden Hills Website, https://hiddenhillscity.org/city-departments/public-safety/los-angeles-county-fire-department/

[127] County of Los Angeles Fire Dept., Hidden Hills Monthly Activity Reports 2019.

[128] Agreement Between the City of Hidden Hills and Charles Abbott Associates for Professional Services, Oct. 25, 2005.

Building Inspector. Services include administration and planning for capital projects, public information, plan check and building permit issuance, building inspection, and NPDES/environmental activities.

In addition, as a gated community, growth is constrained by conditions, covenants, and restrictions (CC&R's) which were originally set in place by the original developers and are now regulated by an elected board of directors of the Hidden Hills Community Association. The Association is responsible for reviewing and approving construction on or modification of any of the 648 home sites for aesthetic impacts only; the City of Hidden Hills reviews, approves and inspects all construction within the City.

Public Works

The City Engineer, as noted above, is a position contracted from a private firm; the budget for these services fall under the category of Building and Safety. The City Engineer also oversees capital projects, landscape and street maintenance and improvements, City Hall improvements, coordinates utility projects, and provides for traffic safety.

Street Maintenance

The City engages private contractors for road maintenance and street sweeping outside the main gates to Hidden Hills. The City maintains about 1,500 lineal feet (65,000 sf) of streets outside the gates.[129] Service responsibilities include sidewalks, curb and gutters, street signage, storm drains, and a shared responsibility for a traffic signal. The City also owns parking lots outside the gates. The average Pavement Condition Index for streets maintained by the City (outside the gates) is good to excellent (75-100 PCI). The Hidden Hills Hidden Hills Community Association maintains roads within the gated area of the community.

Stormwater and Flood Control

Flood control, stormwater, and water quality services are related municipal services that are provided via a multifaceted approach within and surrounding the City. Certain local drains are maintained by the HHCA and the City (under contract to a private firm).

The majority of the City is in the Los Angeles River Watershed. The Los Angeles County Flood Control District (LACFCD) manages and maintains all concrete structures and major flood control facilities. Additionally, LACFCD provides maintenance of City-owned lateral lines and catch basins under a contract service arrangement with the cities. In addition to City storm drain maintenenance, the County of Los Angeles maintains certain storm drains and cleans catch basins under contract to the City. City Public Works capital projects include retrofit of storm drainage catch basin screens and inserts.

Concerns regarding water quality of stormwater runoff having adverse impacts on area watersheds led to requirements for municipalities to meet municipal separate storm sewer systems (MS4) water quality NPDES permit conditions and develop stormwater management programs (SWMPs). The SWMP describes the stormwater control practices

[129] Correspondence with Dirk Lovett, City Engineer, May 19, 2020.

that will be implemented consistent with permit requirements to minimize the discharge of pollutants from the sewer system. Stormwater runoff flows into the Malibu Creek Watershed, which drains an area of approximately 109 square miles, including the entirety of the MSR study area. Area cities coordinate MS4 permit (Los Angeles County MS4 Permit Order No. R4-2012-0175) compliance efforts through the Malibu Creek Watershed Management Group (MCWMG). The efforts of the group are regulated by the Los Angeles RWQCB, and mandated outcomes are outlined in the permit order. The group plans to meet final compliance with the permit order requirements by 2023.

Other Maintenance

City maintains the City Hall property and parking lot, Round Meadow School Parking lot, and the Round Meadow/Mureau corner landscaping.

The Hidden Hills Community Association is responsible for maintaining all of the common areas within the gates, which include six miles of roads, three guard houses, 25 miles of bridle trails, three community riding arenas, four tennis courts, a competition-size pool, recreation center, and a 99-seat performing arts/movie theater.

Community Services

The City's Community Services manage special events such as its annual Fiesta. The City's library services, provided in conjunction with the City of Calabasas, also fall within this category.

Transit

The City does not provide transit services. The City generally sells its allocation of Prop. A Countywide ½ cent sales tax for transit, to another jurisdiction; those funds cannot be used for transit stops on HHCA roads.[130]

Library

Library services are provided through contracted services.

The Library is run by agreement with the City of Calabasas. This allows for Hidden Hills residents to utilize the Calabasas Library. To fund this service, the City of Hidden Hills shares with Calabasas the portion of Hidden Hills' property tax revenue intended for public libraries.

The City has entered into a Memorandum of Understanding (MOU) with the City of Calabasas and the Las Virgenes Unified School District for library services.[131] Under the MOU, Calabasas provides library services to the residents of Hidden Hills in the same manner as it provides to its own residents. A portion of the Hidden Hills funding provides funds for digital

[130] City of Hidden Hills Annual Budget Fiscal Year 2019-20, Special Revenues and Restricted Funds, pg. 29.

[131] Memorandum of Understanding between the City of Hidden Hills, City of Calabasas and the Las Virgenes Unified School District for the Provision of Library Services, July 1, 2018 through 2023.

books and materials to supplement its digital collection used by students and teachers; the School District includes students residing in Hidden Hills.

In 2012, the City of Hidden Hills withdrew from the County of Los Angeles Free Library System and assumed responsibility for providing public library services to its residents. The City now receives a share of property taxes that would have otherwise gone to the County for library services. The City provides its entire share of these library property taxes to Calabasas and does not utilize any General Fund money.

Water

Las Virgenes Municipal Water District (LVMWD) provides potable water (as well as wastewater treatment, recycled water and biosolids composting) to residents in the cities of Agoura Hills, Calabasas, Hidden Hills, Westlake Village, and unincorporated areas of western Los Angeles County.

All of the District's water supplies must be imported from Northern California through Metropolitan Water District of Southern California (MWD), the primary water wholesaler in the region. Originating in the High Sierras, water is transported more than 400 miles through the State Water Project's California Aqueduct entering the LVMWD service area at the east end of Calabasas. Water is then distributed throughout the District.

The most recent Consumer Confidence Report for LVMWD is for 2018. In that year, the District did not exceed limits for any contaminants, meaning it was 100 percent compliant with drinking water quality standards.[132] By comparison, the industry standard for compliance with NPDWRs is 99 percent (361 days) of the year.

Wastewater

The City of Hidden Hills owns the wastewater collection system serving the City. Approximately 42 homes use septic systems for wastewater disposal, although the number may vary slightly due to the possibility that some homes may have converted to sewer without permits from the City or LVMWD.[133]

The Consolidated Sewer Maintenance District, contracted by the City, maintains the wastewater collection system and handles any overflows. The District is managed by the SMD and provides sewage collection services to over 2 million customers in unincorporated County areas, 37 member cities, and 2 contracted cities.[134]

The City of Hidden Hills' collection system consists of 15.3 miles of mains and two pump stations. No significant infrastructure needs were identified by the City with regard to the collection system.

All wastewater agencies are required to report sanitary sewer overflows (SSOs) to SWRCB. Sewer overflows are discharges from sewer pipes, pumps and manholes. Overflows

[132] Las Virgenes Municpal Water District, Consumer Confidence Report, 2018

[133] Correspondence with City Engineer, 6/11/20.

[134] https://dpw.lacounty.gov/smd/SMD/12thEdAnnualNewsletterCSMD.pdf, downloaded 5/21/2025.

reflect the capacity and condition of collection system piping and the effectiveness of routine maintenance. The sewer overflow rate is calculated as the number of overflows per 100 miles of collection piping per year. Over the last three years (2017-2020) there were three SSO events in the City's system. Averaged over the three-year period, the City's SSO rate was about 5.6 spills per 100 miles of mains. By comparison, other wastewater agencies in California average 4.73 SSOs per 100 miles per year.

The Las Virgenes Municipal Water District provides wastewater treatment services to the residents of Agoura Hills, Calabasas, Hidden Hills, Westlake Village and unincorporated areas of Los Angeles County. The wastewater flows to the Tapia Water Reclamation Facility (Tapia) through sewer pipes where it is treated to high-quality recycled water for use on golf courses, parklands, highway landscapes and common areas.

Located just south of Malibu Creek State Park, the wastewater treatment facility operates under a permit issued by the RWQCB or "Water Board", a State agency.[135] Tapia is owned and operated by the Las Virgenes - Triunfo JPA that was established between Las Virgenes and Triunfo Water and Sanitation Districts to treat wastewater within the Malibu Creek watershed.

Between January 1, 2017 and June 1, 2020, LVMWD was issued 54 violations at the Tapia Water Reclamation Facility. Of the violations, 12 were for late or deficient reporting and 42 were for effluent violations. None of the violations were considered priority violations.

[135] https://www.lvmwd.com/about-us/joint-powers-authority/wastewater-services/recycled-water/sprayfields downloaded 5/21/2025.

CITY OF HIDDEN HILLS MSR DETERMINATIONS

Growth and Population Projections

- Population has grown at a minimal rate, less than one percent over the past decade; growth is projected to continue at a similar slow rate into the future.
- 17 new homes were constructed over the past five years; if this rate continued, the remaining 23 vacant lots could be built-out in the next five to ten years, depending on economic conditions which could extent the period of buildout.

The Location and Characteristics of Disadvantaged Unincorporated Communities Within or Contiguous to the Agency's SOI

- No disadvantaged unincorporated communities exist within or adjacent to the City's SOI.

Present and Planned Capacity of Public Facilities and Adequacy of Public Services, Including Infrastructure Needs and Deficiencies

- No current or projected service or infrastructure deficiencies or needs were identified within the current City boundary.
- The City receives monthly reports from some of its service providers, including the County Sheriff's Department and the CFPD, but should obtain regular reports from all contract service providers, particularly city-owned infrastructure such as the sewer collection system. All contracts should be reviewed at least annually.
- Annexation of territory within the City's current SOI would require expansion of current service contracts, particularly since the annexed area would not be served by the Hidden Hills Community Association that provides certain services within the majority of current City boundaries.
- The City should prepare a comprehensive update to its GP and include all areas within its SOI as amended in response to this MSR. This planning will help to determine infrastructure, service needs and expansion of City services, and funding requirements from future annexation areas.

Financial Ability of Agencies to Provide Services

- The City has the financial ability to provide services. The City is at "low risk" of financial distress, maintains adequate reserves, has no significant long-term obligations, and current and projected pension obligations are not a significant risk to the City's budget.

- Annexation of territory within the City's current SOI would increase funding requirements since the territory would not be served by the Hidden Hills Community Association.

Status of, and Opportunities for, Shared Facilities

- The City continues to fund and share Calabasas library facilities and services.
- The City shares facilities through its contract services providers, in particular public safety providers that make use of regional facilities to service multiple cities and unincorporated areas. The Los Angeles County Sheriff's Department operates from its Lost Hills Station which serves five cities and unincorporated communities in the region. The City also maintains contracts with Los Angeles County Public Works, Consolidated Sewer Maintenance District, and Waste Management, Inc., which are offered out of each agency's facilities.
- Access to the majority of City territory and facilities is restricted at its gated entrance, and many of the recreational facilities are provided by the Hidden Hills Community Association for use by its members.
- No other opportunities for shared facilities were identified.

Accountability for Community Service Needs, Including Governmental Structure and Operational Efficiencies

- The City complies with legal requirements governing public meetings, meeting notices and records, and website content.
- The City also communicates with residents by live streaming its City Council meetings, newsletter mailings, and website postings. Departmental activities are reported on a monthly and annual basis.
- Financial reports are prepared in a timely manner, and include an annual "Fiscal Health Report" indicating financial condition. The City plans for future financial conditions by preparing a ten-year budget forecast. The City's Capital Improvement Program identifies current needs but does not project longer-term priorities, costs and funding.
- The City's GP is dated (with the exception of its Housing Element) and requires a comprehensive update to define the City's plans for any future development and growth within its boundaries and SOI.
- No governance options were identified.

Other

- The City should immediately commence the update of its General Plan.

CITY OF HIDDEN HILLS SPHERE OF INFLUENCE UPDATE

Existing Sphere of Influence

The City's boundary and SOI are depicted in Figure 6-1. LAFCO adopted an expansive sphere of influence (SOI) for the City of Hidden Hills that includes unincorporated territory to the west and to the south of the city limits. The SOI encompasses 1,823 acres (2.85 square miles) compared to a city boundary of 1,080 acres (1.68 square miles) of land area.

The SOI includes the territory lying between the city limits and the Ventura Freeway (Highway 101) to the south, and the territory between the city limits and Mountain View Drive to the east. The eastern SOI boundary splits the community of Mountain View Estates.

Sphere of Influence Analysis

Hidden Hills has retained its expansive SOI for several decades but never planned for its eventual use and eventual annexation into the City. In addition, the current western SOI boundary bisects the gated community of Mountain View Estates, which would be an illogical City boundary if the area were to be annexed. Planning for eventual land uses within an SOI is considered a "best practice" and indicate intention for future annexation. This pre-planning also facilitates analysis of the City's ability to serve the area following annexation.

The removal of Craftsman's Corner from the SOI is consistent with an agreement between the Cities of Hidden Hills and Calabasas for the annexation of Craftsman's Corner by Calabasas.

The City has indicated the possibility of ultimately annexing and allowing development of Area C, and Area A and B, but have not initiated analysis and planning to-date. The City states that it intends to initiate its GP update process in conjunction with SOI and annexation actions for Areas D, E, and F (if not sooner), and is prepared to initiate the planning process to include Areas A, B, and C as part of that General Plan update as well as review any potential expansion of its Sphere of Influence.[136]

The City indicates that the expansion of the City's sphere west of Area A would be a "natural complement" to the City's current municipal boundaries and would eliminate the bisection of Mountain View Estates. The City emphasizes the importance of retaining and managing the large amount of open space in that area to protect the City against wildfire threats. The City is also concerned about limiting new development that would worsen traffic impacts and emergency response on roads accessing the City.[137]

LAFCO may choose to allow a period of time for the City to decide upon its direction and plan for those areas and the implications of annexation before expanding the SOI or eliminating those areas from its SOI.

[136] City of Hidden Hills Memo to PCA re: City of Hidden Hills Municipal Service Review and Sphere of Influence Update, August 13, 2020.

[137] Ibid, City of Hidden Hills Memo, August 13, 2020.

Sphere of Influence Determinations

Present and planned land uses, including agricultural and open-space lands

- The current land uses within City boundaries are largely single-family residential and the City is nearly built-out.
- Areas outside City boundaries but within its SOI include open space and single-family residential development to the west and south, and commercial development to the southeast.
- The City's GP does not identify planned development in its SOI outside City boundaries.

Present and probable need for public facilities and services

- No current or projected service or infrastructure needs were identified within the City's current boundary.
- Annexation of territory within the City's current SOI would require expansion of current service contracts to provide a similar level of service to currently unincorporated areas.

Present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide

- No current or projected service or infrastructure needs were identified.
- Annexation of territory within the City's current SOI would require expansion of current service contracts, particularly since the annexed area would not be served by the Hidden Hills Community Association that provides certain services within the majority of the current City boundaries.

Existence of any social or economic communities of interest

- Hidden Hills is largely a gated community and homeowners association
- Expansion of City boundaries would create two distinct communities of interest and in the case of Area A, would split the community of Mountain View Estates unless the City's SOI is amended consistent with the options described in this MSR.

Present and probable need for water, wastewater, and structural fire protection facilities and service of any disadvantaged unincorporated communities within the existing SOI

- No disadvantaged unincorporated communities exist within or contiguous to the City's SOI.

Sphere of Influence Recommendations

This MSR recommends the removal of Craftsman's Corner Area D and reduction of the western SOI boundary by removing Area A (which currently splits the Mountain View Estates gated community).

Area B and Area C should remain within the SOI contingent on an update of the City's GP which includes land use planning for those areas and for any further expansion westward as currently proposed by the City. LAFCO should establish a fixed period of time within which the City must initiate the planning process to include Area B and Area C and any additional westward expansion; if planning is not underway by the end of a date established by LAFCO, LAFCO should then remove Area B and Area C from the SOI.

The current illogical SOI boundary, which splits Mountain View Estates and includes no planning designations outside the City boundaries, should be resolved by implementing the recommendations of this MSR.

7. CITY OF WESTLAKE VILLAGE

CITY OVERVIEW

Westlake Village was developed as a master-planned community in 1963. The community is transected by the Los Angeles and the Ventura County lines. The portion in Los Angeles was incorporated as the City of Westlake Village in 1981. The portion in Ventura County was annexed to the City of Thousand Oaks in parts in 1968 and 1972.[138]

Westlake Village's population of 8,212 is represented by its elected city council.[139] The City Council directs is City Manager and staff of 14; most public services are provided by contract with private companies and with other public agencies.

The City's municipal boundary covers 3,521 acres (5.5 square miles)[140] and coincides with its SOI boundary; the City is bordered by other cities except to the southwest and southeast, which is County unincorporated open space.

Boundaries

The City is the County of Los Angeles portion of a master-planned community that straddles the Ventura-Los Angeles County border. The City of Westlake Village constitutes 3,521 acres (5.5 square miles).[141]

Sphere of Influence

The City's sphere of influence (SOI) coincides with its incorporated boundary. The City does not anticipate any development in unincorporated areas bordering its boundaries,[142] and has no plans to modify its city boundaries or its SOI. The City's boundary and SOI are depicted in Figure 7-1.

[138] See City of Westlake Village website for additional history of the community https://www.wlv.org/116/City-History

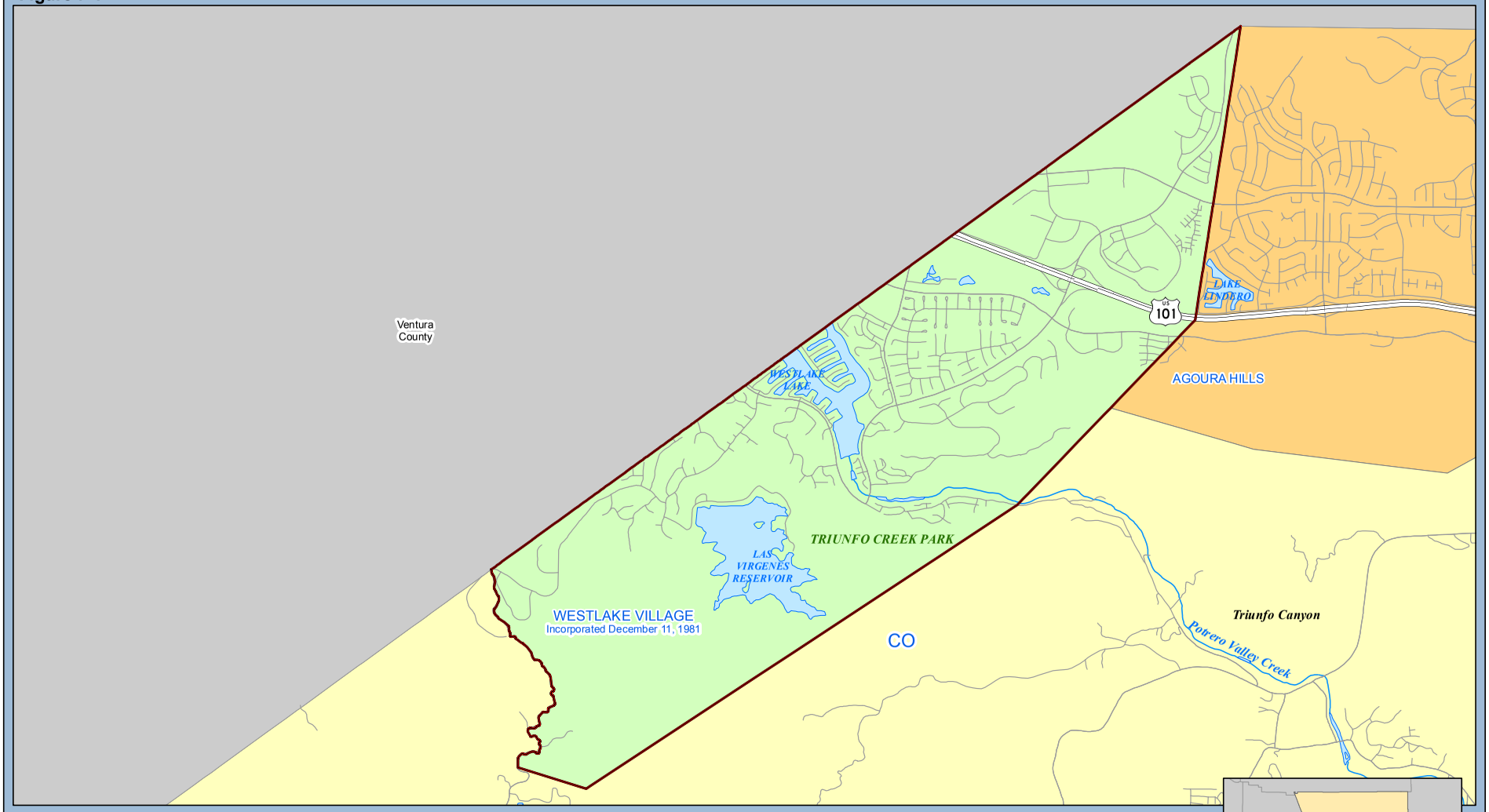
[139] As of January 1, 2020, as estimated by the California Department of Finance.

[140] Area estimates from LAFCO GIS, 6/4/2020.

[141] Area estimates from LAFCO GIS, 6/4/2020.

[142] Correspondence with City of Westlake Village, May 14, 2020.

Figure 7-1



Legend

City of Westlake Village

City of Westlake Village Sphere of Influence (SOI), Coterminous

Westlake Village Sphere of Influence

Sphere of Influence History	
Action	Effective Date
Established	11-14-84
Reconfirmed	08-25-04
Reconfirmed	10-10-12

1 in = 0.5 miles

0 0.375 0.75 1.5 Miles

N W E S

LAFCO

Local Agency Formation Commission
for Los Angeles County

Revised: December 3, 2012

C:\GIS\MXDs\Cities\Westlake Village

ACCOUNTABILITY AND GOVERNANCE

The City of Westlake Village is governed by a five-member City Council that is elected by residents to serve staggered four-year terms. Each year, City Councilmembers select the mayor to serve a one-year term. Compensation for each City Councilmember is a maximum stipend of $300 per month or an annual salary of $3,600.

Complaints are accepted by letter, phone, or through the City Care System on their website. As part of this process, residents receive acknowledgment that their complaint was received, an investigation into the matter, and follow up regarding the status of the result.

City Council meetings occur twice monthly on the second and fourth Wednesday of each month. Council meetings are open to the public and take place at 6:30pm in the Council Chambers at City Hall under normal circumstances; however, due to the COVID-19 pandemic and declared State of Emergency by the State of California, the City has transitioned to entirely virtual meetings held on the Zoom teleconferencing system at the same time as the regularly scheduled meetings. The meetings are streamed live and available on demand on the City's website. Council meetings are also televised live on Channel 10 for Time Warner Spectrum subscribers.

The meeting schedule can be found on the City's website along with the agenda and minutes which are also available at the City Clerk's office. The City provides a direct link to its agenda on the website thereby complying with agenda posting requirements of AB 2257.[143]

The City updates constituents through a newsletter for residents, a video newsletter, and press releases posted on the City's website. The City produces an Annual Report that provides a clear and accessible overview of the City, its organization, budget and accomplishments during the year, and contact information.[144]

The City has demonstrated accountability and transparency in its disclosure of information and cooperation with LA LAFCO. The City responded to the questionnaires and cooperated with document requests.

PLANNING AND MANAGEMENT PRACTICES

While public sector management standards vary depending on the size and scope of the organization, there are minimum standards and best practices that should be followed by all agencies. Well-managed organizations evaluate employees annually, track employee and agency productivity, periodically review agency performance, prepare a budget before the beginning of the fiscal year, conduct periodic financial audits to safeguard the public trust, maintain current financial records, and plan for future service and capital needs.

[143] Assembly Bill 2257 (Government Code Section 54954.2) update the Brown Act in 2016 with requirements governing the location, platform, and methods by which an agenda must be accessible on the agency's website.

[144] City of Westlake Village Annual Report 2019.

Staffing and Organizational Structure

The City of Westlake Village delivers municipal services through a combination of staff, contracts with other agencies, and private contractors. For FY19-20, the City's budget reports 13 full-time positions and two part-time staff.[145] Operational departments within the City include: the City Council, the City Manager, the City Attorney, the City Treasurer, Finance, Planning, Administration, Engineering and Public Works, and Public Safety, and Parks and Recreation.

Services provided by contract include law enforcement, library, and animal control.

The elected, five-member City Council is responsible for developing policies implemented by the City Manager and City departments. The Council also appoints members to advisory commissions, boards, and committees, and represents the City in regional and statewide associations and organizations.

The City Manager is appointed by the City Council to implement their policies and oversee the general management and administration of the City's operations.

The City Attorney contracts with the law firm of Richards, Watson and Gershon to advise the City on any legal matters.

The City Treasurer is appointed by the City Council. The City Treasurer is responsible for the investments of the City and works in conjunction with the City Manager as well as the Finance Department.

The Finance Department includes the Administrative Services Director and an Accountant. The City currently does not have a Finance Director to oversee Citywide financial operations and prepare the annual budget and CAFR. The City Treasurer supervises the City treasury and investment of funds.

The Planning Department administers the City's GP and ensures compliance with the Municipal Code. This Department supports all land use, planning, and development within the City as well as the City's recycling program. This department includes the Division of Building and Safety whose services are contracted through Los Angeles County to enforce codes and local and State requirements.

The Department of Administration includes several positions including that of the City Clerk, the Assistant City Manager, and the Administrative Services Director along with other administrative positions. The Department of Administration and the Planning Department share the Deputy City Manager position. The City Clerk handles the municipality's vital records and official documents such as City Council agendas and minutes. Additionally, the Community Services Manager, listed as Parks and Recreation on the City's website, supports cultural and recreational programs offered by the City to its residents as well as special community events. This department is also responsible for ongoing maintenance of the City's seven parks.

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[145] City of Westlake Village, City of Westlake Village Adopted Two-Year Budget 2019-20 & 2020-21, https://www.wlv.org/ArchiveCenter/ViewFile/Item/3473, p. 102.

The Department of Engineering and Public Works coordinates services between the City Engineer (contract with Willdan Engineering) and Public Works and through a contract with the County of Los Angeles Road Department. This department maintains the City's streets, bridges, curbs, gutters, and sidewalks; maintenance within the public right-of-way. Furthermore, this department works in agreement with private contractors for street sweeping and traffic engineering services.

The Department of Public Safety provides general law enforcement, traffic law enforcement, investigations, community relations, and neighborhood watch programs through a contract with Los Angeles County Sheriff's Department. This agreement also allows for a drug education program in cooperation with Las Virgenes Unified School District. Public Safety also contracts with LACACC and works in agreement with CFPD for fire protection services.

The municipal services provided by these departments are described in further detail in the Municipal Services section of this chapter.

Management Practices

Review of Employees and City Performance

The City Manager possesses appointing authority for all positions, officers, and employees. Each of these officers and staff are considered at-will employees in service of the City.

To determine the performance abilities of staff, evaluations are administered to employees by their direct supervisor. In the first year of employment, these reviews take place at 6 months and 1 year of service. After the first year, reviews are conducted annually. The City also provides ongoing job-related training and continuing education through the opportunity to attend relevant meetings, seminars, and workshops.

Agency-wide performance is evaluated based on the City's Annual Report. Every January, the City Council adopts departmental goals it would like to accomplish. The progress towards these goals is assessed quarterly. The employees receive ratings for their annual performance reviews based on their efforts to meet these objectives.

Review of Departmental Performance

To better understand the overall adequacy of services provided by the City, individual departments are responsible for capturing historical data to evaluate their performance and workload using a variety of metrics. The most recent Annual Report used to gauge the accomplishments and goals of the City is from FY17-18. The City indicates that there are written departmental status reports presented to the City Council each month. These reports are intended to continually track the status and progress of all major City functions and projects.

In its Annual Report, the City identifies accomplishments achieved during the prior year related to Administration, Development Services, Public Works, Parks and Recreation, and Public Safety.

Planning Practices

The City's central planning document is its General Plan (GP). The current plan was updated and adopted on January 9, 2019 with a planning horizon of 2029. This plan outlines seven elements required by state law which include housing, land use, open space, noise, circulation, safety, and conservation. The GP has a planning area that covers territory within the City limits. In conjunction with the GP, there is also a certified environmental impact review (EIR). Supplementing the GP, the City has adopted a Strategic Plan. The current Plan revises the 2015 Strategic Plan and is intended to offer specific, timely guidance about residents needs based on trends, core values, and quality of life.

The City adopted the North Business Park Specific Plan that proposes framework for redevelopment of the City's aging business park.

The City's financial planning practices are discussed in the "Financial Ability to Provide Services" section of this chapter.

GROWTH AND POPULATION PROJECTIONS

Land Use

The City of Westlake Village is a master planned community with a wide range of housing types, industrial centers in business park settings, a golf course, and greenbelts. Westlake Lake is situated in the center of town and straddles the Los Angeles-Ventura County line with the southeastern portion in the City of Westlake Village and the remaining northwestern half of the lake within the City of Thousand Oaks.[146]

The City consists of approximately 46.6 percent developed land, 43.4 percent undeveloped land and permanent open space, and the remaining land is public right-of-way. The areas of the City developed with residential, office, light industrial, and commercial uses are likely to remain stable over the long-term; however, some areas are potentially subject to change and/or intensification of land use. The undeveloped areas of the City consist primarily of permanent open space areas (43.2 percent) and vacant lands (0.2 percent) for infill development. A tabulation of existing land uses by acres is presented in Figure 7-2:

Figure 7-2: City of Westlake Village Existing Land Use (2019)

Land Use	Current Acres	% of Total
Commercial	154.54	4.3%
Lake/Reservoir	325.64	9.1%
Light Industrial	91.04	2.5%
Office	105.83	2.9%
Open Space	1,554.61	43.2%
Public and Quasi-public	109.81	3.1%
Residential	873.46	24.3%
Right-of-Way	381.96	10.6%
Total	**3,596.89**	**100%**

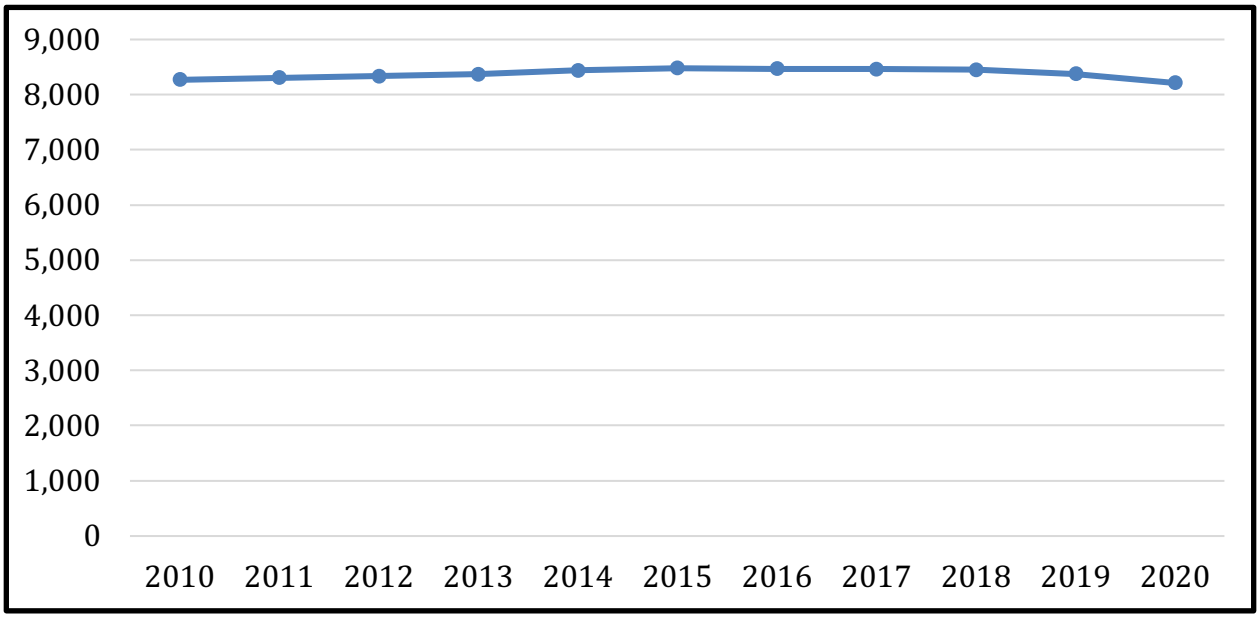
Source: City of Westlake Village, General Plan Update, 2019, p. I-3.

[146] City of Westlake Village, General Plan Update, 2019. (City of Westlake Village, 2019)

Population

As of January 1, 2020, the California Department of Finance estimates a City of Westlake Village population of 8,212. The City is near build-out and growth has been minimal in recent years as shown in Figure 7-3. Since 2010, the City population of 8,270 declined slightly to 8,212 in 2020. During that period, the City reached a peak of 8,479 residents in 2015, and has experienced a slow decline in population since.

Figure 7-3: City of Westlake Village Population (2010-2020)



There is little potential for growth within the City's existing boundaries. The Southern California Association of Governments' (SCAG) most recent population projections from 2016 anticipated that the City would reach a population of 8,400 in 2020 and grow to 8,800 by 2040, which equates to an average annual growth rate of 0.2 percent over the 20-year period and an increase of 400 residents. However, current development plans for the North Business Park Specific Plan area propose up to 607 residential units which would add 1,350 new residents[147] and the proposed Cedarvalley senior housing project would add 126 units. Those new units would increase the City's population to equal or exceed the SCAG 2040 forecasts.

Planned and Proposed Development

Over the past five years, four permits have been issued for new homes that have been completed.

As noted in the "Population" section above, there are plans for development of the North Business Park Specific Plan area, a mixed-use redevelopment proposed to revitalize the Westlake Village Business Park. The Specific Plan, covering approximately 200 acres, plans up to 607 dwelling units, and over 1.6 million square feet of office, retail, and other service

[147] Correspondence with City of Westlake Village, 3/4/2020. Population estimate assume 2.25 persons/unit per North Business Park Specific Plan, Public Review Draft, March 2019.

and school-related uses.[148] Currently the City is preparing environmental documentation for a proposed 126-unit Cedarvalley Senior Housing Project within the North Business Park Specific Plan area.[149]

At present, there are no plans for development adjacent to the City's boundaries requiring annexation.

Growth Strategies and Constraints

The City's primary planning document is the General Plan (GP), which was adopted in 2019. In addition to updating the GP to incorporate updated information and planning documents and address State planning requirements, a primary goal of the updated GP is to "define policies and programs which promote the conservation and revitalization of existing uses, guide new development, and focus resource management activities in a manner which reflects community needs and objectives."

The Westlake Village GP covers the area within the city limits. The City determined that no other area outside of the city limits bears a relation to the City's planning efforts.[150]

In total, over 99 percent of the City's total land area is presently developed, public lands, or committed to preservation as open space, with limited opportunity for new development on vacant parcels. The only property that is currently undeveloped and subject to change is the 6.5-acre property on Lakeview Canyon Road, formerly occupied by the Westlake Hospital. Therefore, a majority of future growth within the City will likely be limited to intensification of land use densities. The City has identified future opportunities within aging, functionally obsolete business park areas, for the introduction of mixed-use development including residential and non-residential uses.

Sphere of Influence

The City's existing SOI is coterminous with the City limits. The City is abutted on two sides by the incorporated territory of the cities of Thousand Oaks and Agoura Hills, which precludes growth in these areas. There is unincorporated territory to the south and southwest of the City; however, those areas adjacent to City boundaries are substantially separated from developed City areas by open space areas with no direct connection through City territory. Additionally, most adjacent unincorporated territory is publicly owned and lies within the Santa Monica Mountains National Recreation Area.

The City has indicated that given the lack of anticipated development in the unincorporated areas bordering its boundaries, it does not plan to propose changes to its boundaries or SOI at this time.

[148] North Business Park Specific Plan, City of Westlake Village – SP No. 2, Public Review Draft, March 2019.

[149] Memo from City Manager, December 10, 2019 re: Agenda Item New Business No. 1.

[150] City of Westlake Village, General Plan Update, 2019, p. 3.

DISADVANTAGED UNINCORPORATED COMMUNITIES

No Disadvantaged Unincorporated Communities exist within or adjacent to the City's boundary or SOI.

FINANCIAL ABILITY TO PROVIDE SERVICES

The California State Auditor's Office ranked the City of Westlake Village as being at "low risk" of fiscal distress (based on FY16-17 financial statements), and ranked 361 out of 471 California cities ("1" being at greatest risk of fiscal distress) earning 83.0 points out of 100.[151] The City's FY19-20 budget included a "Fiscal Health Report" that indicated that "the City's fiscal health remains strong…[due to the] addition of several new operating programs and services this FY as well as cost increases in law enforcement and park maintenance."[152] The cost increases are offset by budget surpluses.

The City of Westlake Village's budget is composed of a mix of revenues generated from commercial and residential uses. Sales taxes and transient occupancy tax, attributable to commercial uses, account for approximately 60 percent of FY19-20 General Fund tax revenues in addition to property and other taxes.[153] COVID-19 reduced the City's FY19-20 General Fund revenues by about 20 percent, primarily due to lower sales taxes and transient occupancy taxes.

The City's Landscape and Lighting Maintenance District generated approximately $275,000 in FY20 to fund landscape services in assessed zones.

Contract services provided by the County Sheriff's Department, other agencies, and private contractors comprise about 35 percent of FY19-20 General Fund expenditures.

Balanced Budget

All agencies in California are required to adopt balanced budgets. Annual budgets should show revenues at least equal to expenditures without relying on reserves. Unbalanced budgets will deplete reserves and may contribute to deferred maintenance and reduced services. Revenues in excess of expenditures can help to fund reserves, capital improvements, and increases in service levels.

The City's financial statements show total governmental revenues slightly below total governmental expenditures for FY16-17 through FY18-19; the total governmental fund balances declined over the period as a result, however, total fund balances represent more than 100 percent of annual governmental expenditures, which indicates a strong position.

Revenue reductions in FY19-20 and projected reductions in FY20-21 resulted in budget shortfalls; to achieve a balanced budget, the City transferred funds from its Capital

[151] Fiscal Health of California Cities, https://www.auditor.ca.gov/bsa/cities_risk_index, downloaded 2/12/2020.

[152] City of Westlake Village Adopted Two-Year Budget 2019-20 & 2020-21, pg. 134.

[153] City of Westlake Village Adopted Two-Year Budget 2019-20 & 2020-21, Exh. 4, pg. 18.

Improvement Program Reserves.[154] The City is striving to maintain its current service levels, which requires increases in its Sheriff contract costs, by utilizing its reserves.

Fund Balances, Reserves and Liquidity

Fund balances, reserves and cash assets should include adequate funds for short-term cash flow and liquidity, and provide funding for longer-term cost increases and capital needs.

At the end of FY18-19, total Governmental Fund balances totaled 105 percent compared to FY19 Governmental Fund expenditures.

At the end of FY18-19 the General Fund's unassigned fund balance was approximately 71 percent, or 9 months, of General Fund expenditures; this qualifies as "low" risk (greater than 50 percent, or 6 months) according to the State Auditor.

The City's financial reserve policy establishes reserves necessary to meet essential service and funding requirements during periods of "economic downturn, unforeseen natural disasters, reductions in revenue through actions by the State and/or Federal governments, other unexpected circumstances such as litigation arising from lawsuits, and cash flow constraints and working capital needs."[155] The City's FY19-20 budget anticipates an uncommitted reserve of $6.7 million,[156] or about 50 percent of General Fund expenditures.

In its FY20-21 budget, the City is maintaining its General Fund reserves at 50 percent of expenditures by transferring funds from its Capital Improvement Program reserves.

The City allocates funds to its capital reserves. Its CIP Fund policy states that CIP reserves "will be calculated as a percentage amounting to between 20% and 30% of the City's annual operating budget".[157] The reserve is anticipated to be $1,790,605 as of June 30, 2020.[158]

Net Position

An agency's "Net Position" as reported in its CAFR represents the amount by which assets (e.g., cash, capital assets, other assets) exceed liabilities (e.g., debts, unfunded pension and OPEB liabilities, other liabilities). A positive Net Position provides an indicator of financial soundness over the long-term and ability to fund capital improvements. A negative Net Position is an indicator of potential fiscal distress.

The City's financial statements show positive total and unrestricted net positions. According to a recent survey of financial statements for 482 California cities, Westlake Village ranked 43rd highest in Unrestricted Net Position per resident.[159]

[154] City of Westlake Village One-Year Budget 2020-21, June 24, 2020.

[155] City of Westlake Village Adopted Two-Year Budget 2019-20 & 2020-21, pg. 122.

[156] City of Westlake Village Adopted Two-Year Budget 2019-20 & 2020-21, pg. 23.

[157] City of Westlake Village Adopted Two-Year Budget 2019-20 & 2020-21, pg. 130.

[158] City of Westlake Village Adopted Two-Year Budget 2019-20 & 2020-21, pg. 3.

[159] California Sen. John M.W. Moorlach's Financial Soundness Rankings for California's 482 Cities, January 16, 2020.

Rates and Charges

According to the City's FY18-19 financial statements, Charges for Services totaled $260,800, or about 1.8 percent of General Fund revenues. In addition, the City's CAFR reports $1.3 million of charges for current services that primarily consist of Building and Safety fees, as well as film permit fees, court fines, etc.[160]

The City's last review of fees and charges was in 2017 when sports field usage fees were reviewed; the City currently has no plans for other reviews of fees.[161]

Long-Term Debt

Excessive long-term debt incurs interest charges that consume financial resources that could otherwise fund needed services and capital improvements.

Total debt liabilities (excluding pensions and OPEB) in FY19 equal approximately 77 percent of total governmental revenues, which qualifies as a "moderate" level of risk (40 to 100 percent), improved from a "high" risk level the prior year. Annual debt service equals about five percent of total governmental revenues and has been declining. Long-term liabilities includes Certificates of Participation issued in 2015 for the purpose of refunding prior debt and to pay for phased construction of improvements to Westlake Village Community Park

The City received an S&P rating of "AA+" rating (financial capacity to meet debt commitment is "very strong")[162] for its 2015 Certificates of Participation.[163]

Pension and OPEB Liabilities

Unfunded pension and OPEB liabilities present one of the most serious fiscal challenges facing many cities and districts. However, the City of Westlake Village's payroll is low relative to its total budget, and total FY18-19 pension payments, including "normal" costs and unfunded liabilities (UAL), represent approximately 1.9 percent of the City's total governmental revenues, which earns the City a "low" risk designation (below 6 percent).

Projected "normal" cost,[164] excluding unfunded liabilities (UAL), remains at 7.7 percent to 14.7 percent of covered payroll for PEPRA and other employees through FY26, respectively; CalPERS projections show a 50 percent increase in pension payments towards unfunded accrued liabilities (UAL) from FY20-21 through FY25-26.[165]

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[160] Correspondence with City of Westlake Village, May 14, 2020.

[161] Correspondence with City of Westlake Village, May 14, 2020.

[162] Standard and Poor's Ratings Definitions

[163] Official Statement, City of Westlake Village Certificates of Participation, September 15, 2015.

[164] The "Normal Cost" (NC) Rate represents the annual cost of service accrual for the upcoming fiscal year for active employees. Normal cost is shown as a percentage of payroll and paid as part of the payroll reporting process. See: https://www.calpers.ca.gov/page/employers/actuarial-services/employer-contributions/public-agency-contributions

[165] Misc. Plan and PEPRA Misc. Plan of the City of Westlake Village, CalPERS Annual Valuation Reports as of June 30, 2018, published July 2019, pg. 5.

The City's FY17-18 total unfunded liability represents 10 percent of total governmental revenues which the State Auditor designates "low" risk (under 50 percent), a decline from 15 percent in FY17-18.[166] The funded portion of the City's plan in FY17-18 is 76 percent of its total obligation, which indicates the City is at "moderate" risk (70-80 percent).

The City's FY19-20 budget includes a first-year "down payment" of $1 million to accelerate the paydown of City pension plan's Unfunded Accrued Liability, and pre-funding (sixth-year) of the City's OPEB unfunded liability for medical retiree obligations ($151,000).[167]

City's net OPEB reported by its FY18-19 CAFR as of the end of FY17-18 is $616,101. The City's adopted FY19-20 budget shows a $151,000 pre-funding of its obligation into an OPEB Trust.[168]

Capital Assets

Capital assets must be adequately maintained and replaced over time and expanded as needed to accommodate future demand and respond to regulatory and technical changes.

The City's net value of depreciable capital assets equaled 46 percent of total capital asset value at the end of FY17-18 and FY18-19. After a 6 percent decline in value during FY16-17, the net value increased slightly in subsequent years.

The City's budget includes a Capital Improvement Program showing the current budget year expenditures and funding sources; no future projections are shown.[169]

Financial Planning and Reporting

Achieving transparency and public accountability standards dictates that cities provide easily accessible and clear documentation of their activities, including financial information.

Financial Policies – The City's budget document includes financial policies establishing financial reserves[170] and a Capital Improvement Program Fund policy.[171]

Website – The City posts links to its budgets and CAFRs on a subpage of the City Manager page of its website. No links to employee compensation information were found.

Annual Budget and CAFR/Financial Statements – The City prepares a two-year budget with supporting information in appendices. A "Fiscal Health Report" is included in the budget document and assesses the City's financial health.

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[166] Fiscal Health of California Cities, https://www.auditor.ca.gov/bsa/cities_risk_index, downloaded 2/12/2020. The State Auditor's results were based on FY17 financial documents.

[167] City of Westlake Village Preliminary Two-Year Budget 2019-20 & 2020-21, pg. 5-6.

[168] City of Westlake Village Adopted Two-Year Budget 2019-20 & 2020-21, pg. 5.

[169] City of Westlake Village Adopted Two-Year Budget 2019-20 & 2020-21, pg. 77.

[170] City of Westlake Village Adopted Two-Year Budget 2019-20 & 2020-21, pg. 122.

[171] City of Westlake Village Adopted Two-Year Budget 2019-20 & 2020-21, pg. 130.

The City's FY18-19 CAFR was not prepared in a timely manner (within 6 months of the end of the subject FY).[172]

Financial Forecasts – The City prepares ten-year financial forecasts for different scenarios. The forecasts in its FY19-20 budget indicate General Fund surpluses available for its CIP in each year through FY27-28.[173]

Capital Improvement Program – The City's budget includes a Capital Improvement Program showing the current budget year expenditures and funding sources; no future projections are shown.

[172] The CAFR for the fiscal year ending June 30, 2019 was not available until the March 11, 2020 City Council meeting, which is more than six months after the end of the FY19 year.

[173] City of Westlake Village Adopted Two-Year Budget 2019-20 & 2020-21, pg. 149.

WESTLAKE VILLAGE MUNICIPAL SERVICES

The City of Westlake Village offers municipal services through a combination of contract services and directly by city staff. Figure 7-4 summarizes the manner in which each municipal service is provided.

For FY19-20, the City reports 13 full-time positions and two that are part-time. The full-time positions are those of City Manager, Assistant City Manager, Planning Director/Deputy City Manager, Assistant to the City Manager, Associate Planner, City Clerk/Executive Assistant, Administrative Analyst, Finance Director, Accountant, Community Services Manager, Lead Public Services Inspector, Community Services Specialist, and an Administrative Assistant. The two part-time positions include a Public Works Inspector and a Community Preservation Officer.

Figure 7-4: City of Westlake Village Municipal Service Structure

Service	Provider
Land Use	City of Westlake Village
Law Enforcement	Los Angeles County Sheriff by contract
Animal Control	Los Angeles County Animal Care and Control by contract
Fire Protection	Consolidated Fire Protection District of Los Angeles County (CFPD)
Paramedic	Consolidated Fire Protection District of Los Angeles County (CFPD)
Ambulance	McCormick Ambulance (per agreement with Los Angeles County Department of Health Services)
Domestic Water	Las Virgenes Municipal Water District
Recycled Water	Las Virgenes Municipal Water District
Wastewater Collection	Consolidated Sewer Maintenance District maintains City-owned collection system, treated by Las Virgenes Municipal Water District
Wastewater Treatment	Las Virgenes Municipal Water District
Solid Waste	Franchise agreement with Waste Management, Inc.
Street Maintenance	County of Los Angeles (Los Angeles County Public Works) by contract
Landscape Maintenance	City of Westlake Village through contract with a private landscape firm

Service	Provider
Stormwater/Drainage	Los Angeles County (Los Angeles County Public Works) by contract
Flood Control	Los Angeles County Flood Control District
Park Maintenance	City of Westlake Village through contract with a private landscape firm
Recreation	City of Westlake Village
Library	County of Los Angeles Public Library System by contract
Mosquito/Vector Control	Los Angeles County West Vector Control District

Legislative, Administration and General Services

City councilmembers are supported by the City Manager's office, City Clerk services and finance operations, and a contract City Attorney. General services, managed by the City Manager, include data processing, financial services, liability insurance, sales tax audit services, memberships, equipment rentals, utilities, janitorial services, and newsletter publication.

Police

The City's contract with the Los Angeles County Sheriff's Department represents nearly 28 percent of City FY19-20 General Fund expenditures[174] and provides for general law enforcement, traffic enforcement, a community relations officer, and additional deputy time directed to special needs. FY20 staffing levels have not changed since FY17-18 deployment increases. The City's General Plan contains no policies for police officers per population. As stated in its General Plan, "The desired patrol car per population ratio varies from district to district with no one ratio considered ideal."[175] The City proposes to contract with the Sheriff for 10.2 deputy positions,[176] which equals 1.24 deputies per 1,000 population.

The City receives monthly crime statistic reports from the Sheriff's Department. In 2019 a total of 203 incidents were reported.[177]

The City's Public Safety budget also funds a contract with LACACC for animal control and animal sheltering costs plus collection of all licensing fees.

[174] City of Westlake Village Adopted Two-Year Budget 2019-20 & 2020-21, pg. 21, 42 (law enforcement).

[175] City of Westlake Village, General Plan Update, 2019.

[176] Los Angeles County Sheriff's Department, Service Level Authorization, Westlake Village, 2020-2021 (pending signing by the Sheriff's Department).

[177] Office of the Sheriff, County of Los Angeles, May 5, 2020.

Fire Protection

Fire protection services are provided by local Fire Station Number 144 through Division 7 of the Consolidated Fire Protection District of Los Angeles County (CFPD). Fire Station Number 144 provides suppression, rescue, and fire prevention activities on a daily basis to Westlake Village residents and businesses. These activities include responding to structural, mobile, and natural vegetation fires, rescue and emergency medical calls, special incidents, and disaster response.

The Fire District provides the City with monthly incident reports. A complete year of monthly reports were unavailable. A monthly report, for example for April 2020, shows that the District responded to a total of 56 calls, of which about half involved medical responses. Only two calls involved fire incidents: one vehicle fire and one rubbish fire.

ISO provides ratings on a scale of 1 to 10 (with 1 being the highest) to reflect the relative responsiveness and effectiveness of fire service, water supply, and other essential resources to suppress fire. As of 2017, Division 7 of CFPD has an ISO rating of 2 for the region it serves, including the City of Westlake Village.

The City has no responsibility for fire protection and related services; all services are funded by CFPD revenues.

Development Services

The City's Development Services Department includes two full-time planning staff to support current, advance and environmental planning activities, and one part-time position to handle code enforcement services. Several contract services are also budgeted for various land use planning and development activities provided by a private firm for engineering services, and by Los Angeles County for building and safety services. The Department also oversees the City's recycling and housing rehab programs. The Department supports the Greater Conejo Valley Regional Chamber of Commerce which provides business-related services.

Public Works

The City Engineer oversees various public works maintenance activities provided through the City's contract with Los Angeles County Public Works and private companies. PW services include maintenance of roads and related facilities (e.g., sidewalks and gutters), Private contracts provide street sweeping and traffic engineering.

Street Maintenance

The City's 32.9 centerline miles have an average Pavement Condition Index (PCI) of 82, which is considered "good" (70 to 84 is "good", 85 to 100 is "excellent"). Westlake Village collaborates with the City of Agoura Hills on joint maintenance projects to share costs for rehabilitating roadways crossing common city boundary lines.

Stormwater and Flood Control

Flood control, stormwater, and water quality services are related municipal services that are provided via a multifaceted approach within and surrounding the City. The Los Angeles County Flood Control District (LACFCD) manages and maintains all concrete structures and major flood control facilities. Additionally, LACFCD provides maintenance of City-owned lateral lines and catch basins under a contract service arrangement with the cities. The County of Los Angeles maintains storm drains and cleans catch basins under contract to the City. City Public Works capital projects include retrofit of storm drainage catch basin screens and inserts.

Concerns regarding water quality of stormwater runoff having adverse impacts on area watersheds led to requirements for municipalities to meet municipal separate storm sewer systems (MS4) water quality NPDES permit conditions and develop stormwater management programs (SWMPs). The SWMP describes the stormwater control practices that will be implemented consistent with permit requirements to minimize the discharge of pollutants from the sewer system. Stormwater runoff flows into the Malibu Creek Watershed, which drains an area of approximately 109 square miles, including the entirety of the MSR study area. Area cities coordinate MS4 permit (Los Angeles County MS4 Permit Order No. R4-2012-0175) compliance efforts through the Malibu Creek Watershed Management Group (MCWMG). The efforts of the group are regulated by the Los Angeles RWQCB, and mandated outcomes are outlined in the permit order. The group plans to meet final compliance with the permit order requirements by 2023.

Other Maintenance

Los Angeles County Public Works is responsible for managing landscape maintenance to several areas of the City; services are funded by assessments paid by residents within the area, and maintenance provided by private contractors to the City.

Parks and Recreation

The City's Parks and Recreation Department funds and manages the maintenance and utilities of 35.19 acres of parks,[178] including the City's five neighborhood parks, the new Community Park, and the Dog Park. The Department also sponsors a number of community programs and special events.

The City contracts with the Conejo Recreation and Park District (CRPD) for the District to provide summer recreation programs for children, and also to provide a "field ambassador program" to manage use of fields in the City's Community Park. CRPD's territory is in Ventura County, and it primarily serves the Thousand Oaks area including the portion of the Westlake Village community in Ventura County outside the City of Westlake Village.

[178] City of Westlake Village Adopted Two-Year Budget 2019-20 & 2020-21, Statistical Information, pg. 98.

The City has seven parks totaling 35.19 acres.[179] The City does not have a parks master plan. The City maintains its City-owned open space, including the areas on Oak Crest Drive, Lot 79, and Ridgeford Drive.[180]

Transit

The City supplements Westlake Transit and taxi service fare revenues for the elderly and disabled. In the past, the City helped to fund a seasonal trolley service, however, it is not planning to operate the trolley at this time.[181]

Library

The City provides funding for the library space, utilities, janitorial services, Sunday service and other costs associated with the physical operations of its library located at the Westlake Village Civic Center. The City contracts with CLAPLS to provide the staff, books, and other materials.

Water

Las Virgenes Municipal Water District (LVMWD) provides potable water (as well as wastewater treatment, recycled water and biosolids composting) to residents in the cities of Agoura Hills, Calabasas, Hidden Hills, Westlake Village, and unincorporated areas of western Los Angeles County.

All of the District's water supplies must be imported from Northern California through Metropolitan Water District of Southern California (MWD), the primary water wholesaler in the region. Originating in the High Sierras, water is transported more than 400 miles through the State Water Project's California Aqueduct entering the LVMWD service area at the east end of Calabasas. Water is then distributed throughout the District.

The most recent Consumer Confidence Report for LVMWD is for 2018. In that year, the District did not exceed limits for any contaminants, meaning it was 100 percent compliant with drinking water quality standards.[182] By comparison, the industry standard for compliance with NPDWRs is 99 percent (361 days) of the year.

Wastewater

The Consolidated Sewer Maintenance District, contracted by the City, maintains the wastewater collection system and handles any overflows. The District is managed by the SMD and provides sewage collection services to over 2 million customers in unincorporated County areas, 37 member cities, and 2 contracted cities.[183]

[179] Correspondence with City of Westlake Village, May 14, 2020.

[180] Correspondence with City of Westlake Village, May 14, 2020.

[181] Correspondence with City of Westlake Village, May 14, 2020.

[182] Las Virgenes Municipal Water District, Consumer Confidence Report, 2018

[183] https://dpw.lacounty.gov/smd/SMD/12thEdAnnualNewsletterCSMD.pdf, downloaded 5/21/2025.

The City of Westlake Village's collection system consists of 33.7 miles of mains and one pump station.[184] No significant infrastructure needs were identified by the City with regard to the collection system.

All wastewater agencies are required to report sanitary sewer overflows (SSOs) to SWRCB. Sewer overflows are discharges from sewer pipes, pumps and manholes. Overflows reflect the capacity and condition of collection system piping and the effectiveness of routine maintenance. The sewer overflow rate is calculated as the number of overflows per 100 miles of collection piping per year. Over the last three years (2017-2020) there were five SSO events in the City's system. Averaged over the three-year period, the City's SSO rate was about 4.95 spills per 100 miles of mains. By comparison, other wastewater agencies in California average 4.73 SSOs per 100 miles per year.

The Las Virgenes Municipal Water District provides wastewater treatment services to the residents of Agoura Hills, Calabasas, Hidden Hills, Westlake Village and unincorporated areas of Los Angeles County. The wastewater flows to the Tapia Water Reclamation (Tapia) through sewer pipes where it is treated to high-quality recycled water for use on golf courses, parklands, highway landscapes and common areas.

Located just south of Malibu Creek State Park, the wastewater treatment facility operates under a permit issued by the RWQCB or "Water Board", a State agency.[185] Tapia is owned and operated by the Las Virgenes - Triunfo JPA that was established between Las Virgenes and Triunfo Water and Sanitation Districts to treat wastewater within the Malibu Creek watershed.

Between January 1, 2017 and June 1, 2020, LVMWD was issued 54 violations at the Tapia Water Reclamation Facility. Of the violations, 12 were for late or deficient reporting and 42 were for effluent violations. None of the violations were considered priority violations.

[184] State Water Resources Control Board, California Integrated Water Quality SystemProject – SSO Report, 2020. Note: The City's infrastructure valuation reports 24.25 miles of City-owned pipe 8"-33" (see FY20 Budget, pg. 127)

[185] https://www.lvmwd.com/about-us/joint-powers-authority/wastewater-services/recycled-water/sprayfields downloaded 5/21/2025.

CITY OF WESTLAKE VILLAGE MSR DETERMINATIONS

Growth and Population Projections

- Population has declined slightly over the past decade; growth is projected to continue at less than a 0.2 percent annual average growth rate over the next 20 years.
- There is little potential for new development in the City, with the exception of redevelopment planned for the North Business Park Specific Plan area.

The Location and Characteristics of Disadvantaged Unincorporated Communities Within or Contiguous to the Agency's SOI

- No disadvantaged unincorporated communities as defined in Government Code §56033.5 exist within or adjacent to the City's SOI.

Present and Planned Capacity of Public Facilities and Adequacy of Public Services, Including Infrastructure Needs and Deficiencies

- No current or projected service or infrastructure deficiencies or needs were identified within the current City boundary.
- The City receives monthly reports from some of its service providers, including the County Sheriff's Department and the CFPD, but should obtain regular reports from all contract service providers, particularly city-owned infrastructure such as the sewer collection system. All contracts should be reviewed at least annually.

Financial Ability of Agencies to Provide Services

- The City has the financial ability to provide services. The City is at "low risk" of financial distress, maintains adequate reserves, has a moderate level of long-term obligations (down from a "high" level of risk in prior years), and current and projected pension obligations are not a significant risk to the City's budget.

Status of, and Opportunities for, Shared Facilities

- The City shares maintenance of roads along the common border with Agoura Hills.
- The City shares facilities through its contract services providers, in particular public safety providers that make use of regional facilities to service multiple cities and unincorporated areas. The Los Angeles County Sheriff's Department operates from its Lost Hills Station which serves five cities and unincorporated communities in the region. The City also maintains contracts with Los Angeles County Public Works, Consolidated Sewer Maintenance District, and Waste Management, Inc., which are offered out of each agency's facilities.
- No other opportunities for shared facilities were identified.

Accountability for Community Service Needs, Including Governmental Structure and Operational Efficiencies

- The City complies with legal requirements governing public meetings, meeting notices and records, and website content.
- The City also communicates with residents through a newsletter for residents, a video newsletter, and press releases posted on the City's website. The City produces an Annual Report that provides a clear and accessible overview of the City, its organization, budget and accomplishments during the year, and contact information
- The City's FY18-19 CAFR was delayed and required more than the standard six months preparation time.
- The City prepares ten-year financial forecasts for different scenarios, and also assesses the City's financial health via a "Fiscal Health Report". The City does not forecast CIP requirements beyond the current budget year.
- No governance options were identified.

CITY OF WESTLAKE VILLAGE SPHERE OF INFLUENCE UPDATE

Existing Sphere of Influence

The City's sphere of influence (SOI) coincides with its incorporated boundary

Sphere of Influence Analysis

The City is abutted on two sides by the incorporated territory of the cities of Thousand Oaks and Agoura Hills, which precludes growth in these areas. There is unincorporated territory to the south and southwest of the City; however, those areas adjacent to City boundaries are substantially separated from developed City areas by open space areas with no direct connection through City territory. Additionally, most adjacent unincorporated territory is publicly owned and lies within the Santa Monica Mountains National Recreation Area.

Sphere of Influence Determinations

Present and planned land uses, including agricultural and open-space lands

- The current land uses within City boundaries are mix of commercial and residential uses; the City is nearly built-out although opportunities exist for minimal growth through redevelopment.

Present and probable need for public facilities and services

- No current or projected service or infrastructure needs were identified within the City's current boundary.

Present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide

- No current or projected service or infrastructure needs were identified.

Existence of any social or economic communities of interest

- No social or economic communities of interest were identified.

Present and probable need for water, wastewater, and structural fire protection facilities and service of any disadvantaged unincorporated communities within the existing SOI

- No disadvantaged unincorporated communities exist within or contiguous to the City's SOI.

Sphere of Influence Recommendations

This MSR recommends no change to the current SOI.

APPENDIX A

Table A.1-1
Summary of Governmental Revenues
City of Agoura Hills

Item	Fiscal Year Financials (CAFRs) FY2016-17	FY2017-18	FY2018-19
Governmental Revenues (1)			
Property tax (2)	$5,123,505	$5,345,592	$5,503,421
Sales tax	3,805,109	3,924,897	4,330,498
Transient Occupancy Tax	2,670,834	2,788,088	2,807,317
Franchise Tax	803,717	835,457	826,523
Subtotal Taxes	12,403,165	12,894,034	13,467,759
Licenses and Permits	480,926	661,719	589,666
Intergovernmental	8,882,237	6,745,712	8,460,405
Fines and forfeitures	90,403	88793	98,186
Use of money and property	784,617	1,026,429	1,264,234
Charges for services	1,464,484	1,217,282	1,266,816
Contributions	439,322	623,431	422,310
Other (misc.)	150,715	365,823	305,845
Subtotal Other Revenues (2)	12,292,704	10,729,189	12,407,462
Total Governmental Revenues	24,695,869	23,623,223	25,875,221
Change from Prior Year	na	-4.3%	9.5%
OTHER FINANCING SOURCES			
Transfers In (offset by transfers out)	0	0	0
Other (inc. refunding bond proceeds)	11,779,248	175,000	0
Total Other Financing Sources (3)	11,779,248	175,000	0
TOTAL REVENUES AND TRANSFERS IN	$36,475,117	$23,798,223	$25,875,221

Source: City of Agoura Hills CAFRs - Statement of Revenues, Expenditures and Changes in Fund Balance, Total Governmental Funds (FY19, pg. 20).

(1) Tax revenue detail from Statement of Activities (FY19, pg. 17); other revenues from the Statement of Revenues, Expenditures and Changes in Fund Balances (pg. 20)

(2) Includes property tax, transfer tax and property tax in-lieu of VLF.

Table A.1-2
Summary of Governmental Expenditures
City of Agoura Hills

	Fiscal Year Financials (CAFRs)		
Item	**FY2016-17**	**FY2017-18**	**FY2018-19**
Governmental Expenditures			
General Government	$4,094,097	$4,162,104	$5,064,913
Public Safety	4,459,069	4,665,151	5,051,499
Community Development	1,556,843	1,646,839	1,890,097
Public Works	2,702,303	2,709,199	3,563,487
Community Services	2,741,433	2,857,247	2,990,865
Capital outlay	7,557,446	4,302,347	8,589,367
Debt service:			
Principal	10,605,000	310,000	315,000
Interest	1,157,560	599,458	595,400
Interest and fiscal charges	0	0	0
Total Expenditures	34,873,751	21,252,345	28,060,628
Change from Prior Year	na	-39.1%	32.0%
OTHER FINANCING USES			
Transfers Out (offset by transfers in)	0	0	0
Total Other Financing Uses	0	0	0
TOTAL USES AND TRANSFERS OUT	$34,873,751	$21,252,345	$28,060,628

Source: City of Agoura Hills Financial Statements - Statement of Revenues, Expenditures and Changes in Fund Balance, Total Governmental Funds (FY19, pg. 20).

Table A.1-3
Fund Balances, Governmental Funds
City of Agoura Hills

	Fiscal Year Financials (CAFRs)		
Item	**FY2016-17**	**FY2017-18**	**FY2018-19**
Beginning Balance	$35,987,671	$37,589,037	$40,319,074
Special Item		184,159	
Net Change	1,601,366	2,730,037	(2,185,407)
% Change from Prior Year	4.4%	7.3%	-5.4%
Ending Balance, Governmental Funds	$37,589,037	$40,319,074	$38,133,667
Ending Balance/Total Governmental Expenditures	107.8%	189.7%	135.9%
Non-Spendable	$26,450,720	$26,525,470	$26,440,831
Restricted	$1,723,643	$1,649,813	$2,755,603
Committed	$4,067,536	$4,660,651	$3,677,915
Assigned	$559,083	$595,322	$608,408
Unassigned	$4,788,055	$6,887,818	$4,650,910
Total	$37,589,037	$40,319,074	$38,133,667
Reconciliation to Net Position (1)			
Capital Assets Net of Depreciation	$118,660,686	$120,422,625	$126,733,681
Joint Venture Community Center assets	$1,851,255	$1,793,851	$1,736,448
Deferred Outflows related to Pensions	$1,098,516	$1,580,807	$1,431,232
Deferred Outflows related to OPEB		$189,000	$222,811
Deferred outflows related to debt refunding	$441,400	$423,744	$406,088
Long-term Debt (debt, absences)	($14,608,262)	($14,294,955)	($14,000,111)
Accrued interest payable	($155,899)	($89,947)	($98,175)
OPEB contribution excess or (deficiency)	($10,059)	($1,044,000)	($1,005,573)
Pension contribution excess or (deficiency)	($3,747,628)	($4,479,822)	($4,394,714)
Intergovernmental Revenues	$5,222,029	$2,922,305	$4,034,846
Deferred pension inflows	($442,581)	($456,136)	($440,827)
Deferred OPEB inflows		($38,000)	
Governmental Activities Ending Net Position	$145,898,494	$147,248,546	$152,759,373
Change from prior year			3.7%

Source: City of Hidden Hills Financial Statements - Statement of Revenues, Expenditures and Changes in Fund Balance, Total Governmental Funds (FY19, pg. 18).

(1) See also Net Change in Fund Balance, pg. 20.

(2) Reconciliation of Balance Sheet of Governmental Funds to the Statement of Net Position (pg. 21, FY19, pg. 19).

Table A.1-4
Summary Financial Measures and Indicators
City of Agoura Hills

Item	Fiscal Year Financials (CAFRs) FY2016-17	FY2017-18	FY2018-19
1. Balanced Budget (% Revenues exceed Expenditures) (1)	5%	12%	-8%
Total Governmental Revenues	36,475,117	23,798,223	25,875,221
Total Governmental Expenditures	34,873,751	21,252,345	28,060,628
Special Item		184,159	
Net Change in Total Governmental Fund Balances	1,601,366	2,730,037	(2,185,407)
Balanced GF Budget (% Revenues exceed Expenditures) (1)	9%	11%	1%
Total General Fund Revenues	15,178,539	15,994,083	16,591,561
Total General Fund Expenditures	13,932,663	14,421,287	16,490,381
Net Change before Capital	1,245,876	1,572,796	101,180
Net Change before Transfers Out	1,245,876	1,572,796	101,180
Other Net Transfers In (Out)	(677,418)	(921,808)	(1,340,363)
Net Change in General Fund Balances	568,458	650,988	(1,239,183)
Compound Annual Average Revenue Growth (vs. FY17)		-5.1%	-8.5%
2. Ending Gov'l Fund Balance as % Gov'l Expenditures (2)	108%	190%	136%
Total Governmental Funds Ending Fund Balance	$37,589,037	$40,319,074	$38,133,667
General Fund Ending Fund Balance	36,611,066	37,262,054	36,022,871
General Fund Expenditures	13,932,663	14,421,287	16,490,381
GF Fund balance as % of GF Expenditures	263%	258%	218%
3. Unrestricted Net Position/Total Governmental Revenues (3)	102%	154%	133%
Net Position	145,898,494	147,248,546	152,759,373
Unrestricted Net Position (UNP)	37,138,624	36,535,736	34,344,460
Total Governmental Revenues	36,475,117	23,798,223	25,875,221
4. Current Ratio (Short-term Liquidity) (4)	3.8	4.4	1.9
Current Assets (Cash and Investments)	12,172,775	14,970,116	13,158,233
Current Liabilities	3,184,287	3,372,479	6,765,203
5. Change in Net Depreciable Capital Assets (5)	24.5%	-1.0%	-1.7%
Total Capital Assets being Depreciated, Start of Year	107,961,052	123,133,031	124,650,175
Net Depreciable Capital Assets , Start of Year	54,087,878	67,315,582	66,618,100
Change in Accumulated Depreciation	1,944,275	2,214,626	2,148,252
Net Depreciable Capital Assets , End of Year	67,315,582	66,618,100	65,482,224
Net, end of year/Total	62%	54%	53%
6. Debt Service as % of Total Governmental Revenues	na	3.8%	3.5%
Debt Service (6)	11,762,560	909,458	910,400
Total Governmental Revenues	36,475,117	23,798,223	25,875,221
Total Debt (7)	13,138,926	13,138,926	13,138,926
Total Debt as a % of Total Governmental Revenues	36%	55%	51%
7. Total Reserves (% of total governmental expenditures)	14%	32%	17%
Total Governmental Reserves (unassigned Fund Balances)	$4,788,055	$6,887,818	$4,650,910
General Fund Reserve (unassigned GF Fund Balance) (8)	9,815,071	10,386,556	9,229,107
General Fund Contingency/General Fund Expenditures	70%	72%	56%
GF Contingency (months of GF expenditures) (9)	8.5	8.6	6.7

8. Pension Payments as % of Revenues			2.0%
Total Pension Liability	18,357,580	19,836,191	21,986,497
Unfunded Pension Liability (10)	4,367,326	4,305,343	5,127,963
% Pension Liability Funded	76.2%	78.3%	76.7%
Annual Payments to Pension Normal Cost		280,687	302,098
Annual Payments to Unfunded Pension Liability		169,414	227,060
Total Payments (normal cost + unfunded liabilities) (11)	350,597	450,101	529,158
Unfunded Pension Liability as a % of Total Gov'l Revenues	12%	18%	20%
Total Annual Contribution as % of Covered Payroll	21.4%	21.4%	21.4%
9. OPEB Liability Payments (12)			
Total OPEB Liability (end of FY)		2,464,000	2,687,022
Net OPEB Liability (end of FY)		1,044,000	1,005,573
% OPEB Liability Funded		57.6%	62.6%
Total OPEB Payments			197,000

Notes: *2020-06-01*

(1) Statement of Revenues, Expenditures and Changes in Fund Balances (FY17 FY18 pg. 23, FY19, pg. 20)
(2) Statement of Revenues, Expenditures and Changes in Fund Balance, Total Governmental Funds (FY19, pg. 20).
(3) Statement of Net Position (FY19, pg. 16)
(4) Statement of Net Position (FY19, pg. 16)
(5) FY17, Note 5, pg. 40; FY18, Note 5, pg. 41; FY19, Note 6, pg. 38. Change in Accumulated Depreciation (inc. deductions).
(6) Statement of Revenues, Expenditures and Changes in Fund Balance, Total Governmental Funds (FY19, pg. 20). FY17 reports refinancing of 2007 revenue bonds.
(7) Statement of Net Position (FY19, pg. 16)
(8) Budget for the FY20 and FY21, pg. 2-19. Resolution No. 05-1378 endeavors to designate an amount equal to or greater
(9) GF Reserve/(GF expenditures/12 months).
(10) CalPERS Annual Valuation Report as of June 30, 2018, Plan's Funded Status, pg. 5 (Misc. and PEPRA).
(11) CalPERS Annual Valuation Report as of June 30, 2017, Req'd Employer Contributions, pg. 4. FY17 CAFR, Note 8c, pg. 44; CalPers reports na.

Table A.2-1
Summary of Governmental Revenues
City of Calabasas

Item	Fiscal Year Financials (CAFRs) FY2016-17	FY2017-18	FY2018-19
Governmental Revenues (1)			
Property tax	$11,079,303	10,823,626	$11,803,300
Sales tax	4,617,757	5,178,580	5,824,369
Transient Occupancy Tax	1,928,229	2,003,514	2,114,825
Utility Users tax	3,010,753	2,912,934	2,809,356
Franchise Tax	727,325	754,932	780,447
Other taxes	0	0	368,420
Subtotal Taxes	21,363,367	21,673,586	23,700,717
Licenses and fees	61,167	46,878	65,096
Intergovernmental (Motor Vehicle in-lieu)	17,763,357	8,820,788	14,375,709
Fines and forfeitures	2,156,704	2,418,738	158,343
General government	305,798	389,638	
Use of money and property	432,005	888,344	1,080,086
Charges for services	4,535,184	5,009,811	3,603,432
Other, donations, and reimbursements	175,745	347,052	756,411
Subtotal Other Revenues (2)	25,429,960	17,921,249	20,039,077
Total Governmental Revenues	46,793,327	39,594,835	43,739,794
Change from Prior Year	na	-15.4%	10.5%
OTHER FINANCING SOURCES			
Transfers In (offset by transfers out)			
Other			
Total Other Financing Sources (3)	0	0	0
TOTAL REVENUES AND TRANSFERS IN	$46,793,327	$39,594,835	$43,739,794

Source: Statement of Revenues, Expenditures and Changes in Fund Balance, Total Governmental Funds.

(1) Statement of Revenues, Expenditures and Changes in Fund Balance, Total Governmental Funds (pg. 46-47); tax detail shown in Statement of Activities (pg. 40-41).

Table A.2-2
Summary of Governmental Expenditures
City of Calabasas

	Fiscal Year Financials (CAFRs)		
Item	**FY2016-17**	**FY2017-18**	**FY2018-19**
Governmental Expenditures (1)			
General Government	$11,817,939	$12,939,135	$12,941,876
Public Safety	4,537,032	4,737,613	4,899,450
Community Development	1,223,273	1,262,218	1,157,522
Public works	1,925,260	1,968,197	2,039,726
Community Services	8,033,330	8,240,498	8,182,984
Capital outlay	13,106,326	12,274,939	4,764,655
Debt service:			
Principal retirement	455,000		1,065,000
Interest and fiscal charges	1,588,340	1,574,696	1,561,675
Total Expenditures	42,686,500	42,997,296	36,612,888
Change from Prior Year	na	0.7%	-14.8%
OTHER FINANCING USES			
Transfers Out (offset by transfers in)			
Total Other Financing Uses	0	0	0
TOTAL USES AND TRANSFERS OUT	$42,686,500	$42,997,296	$36,612,888

Source: City of Calabasas CAFR - Statement of Revenues, Expenditures and Changes in Fund Balance
(1) City of Calabasas CAFR - Statement of Revenues, Expenditures and Changes in Fund Balance, pg. 46-47.

Table A.2-3
Fund Balances, Governmental Funds
City of Calabasas

Item	Fiscal Year Financials (CAFRs) FY2016-17	FY2017-18	Budget FY2018-19
Beginning Balance	$31,895,252	$36,002,079	$32,599,618
Net Change	4,106,827	(3,402,461)	7,126,906
% Change from Prior Year	na	-9.5%	21.9%
Ending Balance, Governmental Funds	$36,002,079	$32,599,618	$39,726,524
Ending Balance/Total Governmental Expenditures	84.3%	75.8%	108.5%
Balances: (1)			
Non-Spendable	9,933	4,440	4,346
Restricted	17,284,472	18,106,063	19,988,024
Committed	1,568,103	1,569,991	2,640,309
Assigned	0	0	
Unassigned	17,139,571	12,919,124	17,093,845
Total	$36,002,079	32,599,618	39,726,524
Reconciliation to Net Position (2)			
Capital Assets Net of Depreciation	$135,219,177	$141,732,638	$142,837,501
Long-term Debt (debt, absences)	($48,102,535)	(49,661,833)	($48,459,786)
Debt refunding and bond premium	$1,025,638	924,790	$823,942
Deferred pension inflows and outflows	$2,079,788	2,377,121	$1,887,161
Long-term Notes Receivable	$4,857,455	4,855,137	$4,861,199
Deferred OPEB outflows			$9,118
Governmental Activities Ending Net Position	$131,081,602	$132,827,471	$141,685,659
Change from prior year	na	1.3%	6.7%

Source: City of Calabasas Balance Sheet, Governmental Funds

(1) Balance Sheet, Governmental Funds (FY17, FY18, FY19 pg. 42-43).

(2) Reconciliation of the Balance Sheet of Governmental Funds to the Statement of Net Position, pg. 44.

Table A.2-4
Summary Financial Measures and Indicators
City of Calabasas

Item	Fiscal Year Financials (CAFRs) FY2016-17	FY2017-18	FY2018-19
1. Balanced Budget (% Revenues exceed Expenditures) (1)	10%	-8%	19%
Total Governmental Revenues	46,793,327	39,594,835	43,739,794
Total Governmental Expenditures	42,686,500	42,997,296	36,612,888
Special Item			
Net Change in Total Governmental Fund Balances	4,106,827	(3,402,461)	7,126,906
Balanced GF Budget (% Revenues exceed Expenditures) (1)	4%	4%	5%
Total General Fund Revenues	21,630,652	23,245,616	23,438,286
Total General Fund Expenditures (exc. capital)	20,786,920	22,437,028	22,296,265
Net Change before Capital	843,732	808,588	1,142,021
Capital Outlay	136,346	103,108	92,174
Net Change before Transfers Out	707,386	705,480	1,049,847
Other Net Transfers In (Out)	(1,116,222)	(481,298)	(1,883,832)
Net Change in General Fund Balances	(408,836)	224,182	(833,985)
GF Revenue Compound Annual Average Growth Rate (vs. FY17)	na	7.5%	4.1%
2. Ending Gov'l Fund Balance as % Gov'l Expenditures (2)	84%	76%	109%
Total Governmental Funds, Ending Fund Balance	$36,002,079	$32,599,618	$39,726,524
General Fund Ending Fund Balance	18,402,546	18,729,536	18,990,895
General Fund Expenditures (exc. capital)	20,786,920	22,437,028	22,296,265
GF Fund balance as % of GF Expenditures	89%	83%	85%
3. Unrestricted Net Position/Total Governmental Revenues (3)	20%	28%	28%
Net Position (ending)	131,081,602	132,827,471	141,685,659
Unrestricted Net Position (UNP)	9,451,612	11,271,121	12,135,480
Total Governmental Revenues	46,793,327	39,594,835	43,739,794
4. Current Ratio (Short-term Liquidity) (4)	7.4	7.9	7.8
Current Assets (Cash and Investments)	31,357,583	30,573,133	35,258,078
Current Liabilities	4,248,789	3,875,405	4,520,560
5. Change in Net Depreciable Capital Assets (5)	13.1%	4.5%	1.1%
Total Capital Assets being Depreciated, Start of Year	126,040,066	143,748,908	151,773,082
Net Depreciable Capital Assets , Start of Year	86,608,767	97,982,533	102,351,970
Increase or (reduction) in Accumulated Depreciation	6,335,076	3,654,737	3,783,642
Net Depreciable Capital Assets , End of Year	97,982,533	102,351,970	103,515,565
Net, end of year/Total	78%	71%	68%
6. Debt Service as % of Total Governmental Revenues	4.4%	4.0%	6.0%
Debt Service (6)	2,043,340	1,574,696	2,626,675
Total Governmental Revenues	46,793,327	39,594,835	43,739,794
Total Debt (7)	48,683,450	50,153,963	47,873,806
Total Debt as a % of Total Governmental Revenues	104%	127%	109%
7. Total Reserves (% of total governmental expenditures)	40%	30%	47%
Total Governmental Reserves (unassigned Fund Balances) (8)	$17,139,571	$12,919,124	$17,093,845
General Fund Reserve (unassigned GF Fund Balance) (8)	18,392,613	18,725,096	18,986,549
General Fund Reserve/General Fund Expenditures	88%	83%	85%
GF Reserves (months of GF expenditures) (9)	10.6	10.0	10.2

8. Pension Payments as % of Gov'l Revenues	1.7%	2.4%	2.4%
Total Pension Liability (start of year)	$25,461,625	$31,765,118	$35,901,003
Pension Unfunded Accrued Liability (10)	4,468,445	6,274,535	7,538,037
% Pension Liability Funded	82.5%	80.2%	79.0%
Annual Payments to Pension Normal Cost		632,554	670,085
Annual Payments to Unfunded Pension Liability		311,333	397,857
Total Payments (normal cost + unfunded liabilities) (11)	789,859	943,887	1,067,942
Unfunded Pension Liability as a % of Total Gov'l Revenues	10%	16%	17%
9. OPEB Liability (12)			
Net OPEB Liability (end of FY)	1,237,782	1,753,132	1,906,919

Notes: *2020-06-01*

(1) Statement of Revenues, Expenditures and Changes in Fund Balance, Total Governmental Funds (pg. 46-47); tax detail shown in Statement of Activities (pg. 40-41).
(2) City of Calabasas CAFR - Statement of Revenues, Expenditures and Changes in Fund Balance, General Fund, pg. 46.
(3) City of Calabasas CAFR - Statement of Net Position, pg. 39.
(4) City of Calabasas CAFR - Statement of Net Position, pg. 39.
(5) City of Calabasas CAFR - Note 7, Capital Assets, FY17 pg. 76, FY18 pg. 78, FY19 pg. 76.
(6) City of Calabasas CAFR - Statement of Revenues, Expenditures and Changes in Fund Balance, pg. 46-47.
(7) City of Calabasas CAFR - Statement of Net Position, pg. 39.
(8) Balance Sheet, Governmental Funds (FY17, FY18, FY19 pg. 42-43).
(9) GF Reserve/(GF expenditures/12 months).
(10) CalPERS Annual Valuation Report as of June 30, Plan's Funded Status, pg. 5 (Misc. and PEPRA).
(11) CalPERS Annual Valuation Report as of June 30, 2017, Req'd Employer Contributions, pg. 4. FY17 CAFR, Note 9, pg. 82; CalPers reports na.
(12) CAFR FY17, Note 12, pg. 90-92; FY18, Note 12, pg. 91; FY19, Note12, pg. 89.

Table A.3-1
Summary of Governmental Revenues
City of Hidden Hills

Item	Fiscal Year Financials (CAFRs) FY2016-17	FY2017-18	FY2018-19
Governmental Revenues (1)			
Property tax	$1,243,177	$1,303,725	$1,868,985
Sales tax	25,870	49,171	34,472
Transient Occupancy Tax	0	0	0
Franchise Tax	69,598	72,194	68,850
Business License Tax	59,006	57,309	56,993
Utility Users tax	0	0	0
Motor Vehicle in lieu	839	992	908
Investment Income	29,317	58,933	435,601
Other Taxes	5,436	24,289	17,823
Subtotal Taxes	1,433,243	1,566,613	2,483,632
Licenses and fees			
Intergovernmental			
Fines and forfeitures			
General government			
Use of money and property			
Charges for services	725,231	1,258,093	1,108,532
Operating Contributions and Grants	407,618	2,229,854	571,082
Subtotal Other Revenues	1,132,849	3,487,947	1,679,614
Total Governmental Revenues	2,566,092	5,054,560	4,163,246
Change from Prior Year	na	97.0%	-17.6%
OTHER FINANCING SOURCES			
Transfers In (offset by transfers out)			
Other			
Total Other Financing Sources	0	0	0
TOTAL REVENUES AND TRANSFERS IN	$2,566,092	$5,054,560	$4,163,246

Source: City of Hidden Hills Financial Statements - Statement of Revenues, Expenditures and Changes in Fund Balance, Total Governmental Funds (FY19, pg. 18).

(1) Tax revenue detail from Statement of Activities (FY19, pg. 9, 15).

Table A.3-2
Summary of Governmental Expenditures
City of Hidden Hills

	Fiscal Year Financials (CAFRs)		
Item	**FY2016-17**	**FY2017-18**	**FY2018-19**
Governmental Expenditures			
General Government	$960,977	$853,442	$1,341,876
Public Safety	516,889	520,931	571,383
Community Development			
Public Works	687,617	782,191	839,377
Community Services			
Capital outlay	0	1,982,810	478,107
Debt service:			
Principal	0		
Interest and fiscal charges	0	0	0
Total Expenditures	2,165,483	4,139,374	3,230,743
Change from Prior Year	na	91.2%	-22.0%
TOTAL USES AND TRANSFERS OUT	$2,165,483	$4,139,374	$3,230,743

Source: City of Hidden Hills Financial Statements - Statement of Revenues, Expenditures and Changes in Fund Balance, Total Governmental Funds (FY19, pg. 18).

Table A.3-3
Fund Balances, Governmental Funds
City of Hidden Hills

	Fiscal Year Financials (CAFRs)		
Item	**FY2016-17**	**FY2017-18**	**FY2018-19**
Beginning Balance (1)	$7,630,179	$8,159,426	$9,074,602
Net Change (2)	400,609	915,186	932,503
% Change from Prior Year		11.2%	10.3%
Ending Balance, Governmental Funds	$8,030,788	$9,074,612	$10,007,105
Ending Balance/Total Governmental Expenditures	370.9%	219.2%	309.7%
Reconciliation to Net Position (3)			
Capital Assets Net of Depreciation	$944,104	$2,871,068	$3,401,161
Deferred Outflows related to Pensions	$125,550	$164,740	$142,999
Deferred Outflows related to OPEB			$33,141
Long-term Debt (absences, OPEB, pensions)	($591,813)	($909,162)	($950,788)
Deferred Inflows related to Pensions	($93,972)	($77,632)	($75,433)
Governmental Activities Ending Net Position	$8,414,657	$11,123,626	$12,558,185
Change from prior year			12.9%

Source: City of Hidden Hills Financial Statements - Statement of Revenues, Expenditures and Changes in Fund Balance, Total Governmental Funds (FY19, pg. 18).

(1) Beginning balances include restatements, eg, FY18

(2) See also Net Change in Fund Balance, pg. 18.

(3) Reconciliation of Balance Sheet of Governmental Funds to the Statement of Net Position (FY19, pg. 17).

Table A.3-4
Summary Financial Measures and Indicators
City of Hidden Hills

Item	Fiscal Year Financials (CAFRs) FY2016-17	FY2017-18	FY2018-19
1. Balanced Budget (% Revenues exceed Expenditures) (1)	18%	22%	29%
Total Governmental Revenues	2,566,092	5,054,560	4,163,246
Total Governmental Expenditures	2,165,483	4,139,374	3,230,743
Special Item			
Net Change in Total Governmental Fund Balances	400,609	915,186	932,503
Balanced GF Budget (% Revenues exceed Expenditures) (1)	17%	37%	30%
Total General Fund Revenues	2,152,205	2,820,355	3,602,090
Total General Fund Expenditures (includes capital outlay)	1,841,663	2,064,206	2,775,198
Net Change before Transfers Out	310,542	756,149	826,892
Other Transfers In (Out)		90,082	217,553
Net Change in General Fund Balances	310,542	846,231	1,044,445
Compound Annual Average Growth Rate (vs. FY17)	na	31.0%	29.4%
2. Ending Gov'l Fund Balance as % Gov'l Expenditures (2)	371%	219%	310%
Total Governmental Funds Ending Fund Balance	$8,030,788	$9,074,612	$10,007,105
General Fund Ending Fund Balance	7,128,844	8,103,703	9,148,148
General Fund Expenditures	1,841,663	2,064,206	2,775,198
GF Fund balance as % of GF Expenditures	387%	393%	330%
3. Unrestricted Net Position/Total Governmental Revenues (3)	256%	144%	199%
Net Position	8,414,657	11,123,626	12,558,185
Unrestricted Net Position (UNP)	6,568,600	7,281,649	8,295,267
Total Governmental Revenues	2,566,092	5,054,560	4,163,246
4. Current Ratio (Short-term Liquidity) (4)			6.5
Current Assets (Cash and Investments)	8,734,081	10,079,864	11,400,506
Current Liabilities	966,593	1,244,560	1,755,216
5. Change in Net Depreciable Capital Assets		-2.9%	23.3%
Total Capital Assets being Depreciated, Start of Year (6)	1,853,295	1,932,714	1,995,860
Net Depreciable Capital Assets , Start of Year (5)	888,182	884,325	858,30
Depreciation (7)	83,276	79,167	82,934
Net Depreciable Capital Assets , End of Year (5)	884,325	858,304	1,057,867
Net, end of year/Total	48%	44%	53%
6. Debt Service as % of Operating Revenues (8)	na	na	na
7. Total Reserves (% of total governmental expenditures)	303%	176%	257%
Unrestricted Net Position (9)	6,568,600	7,281,649	8,295,267
8. Pension Payments as % of Revenues	2.3%	1.1%	1.4%
Total Pension Liability (10)	2,057,267	2,524,502	na
Unfunded Pension Liability (11)	381,632	461,797	446,855
% Pension Liability Funded	81.4%	81.7%	na
Annual Payments to Pension Normal Cost	46,235	38,000	36,000
Annual Payments to Unfunded Pension Liability	12,097	16,400	22,963
Total Payments (normal cost + unfunded liabilities) (12)	58,332	54,400	58,963
Unfunded Pension Liability as a % of Total Revenues	15%	9%	11%
OPEB Liability (13)	191,474	427,096	483,671

Notes to Table A.3-4

(1) Statement of Revenues, Expenditures and Changes in Fund Balance, Total Governmental Funds (FY19, pg. 18).
(2) Statement of Revenues, Expenditures and Changes in Fund Balance, Total Governmental Funds (FY19, pg. 18).
(3) Statement of Net Position (FY19, pg. 13)
(4) Statement of Net Position (FY19, pg. 13)
(5) Note 3 (FY19, pg. 31)
(6) Note 3 (FY19, pg. 31)
(7) Note 3 (FY19, pg. 31), Change in Accumulated Depreciation (includes deductions)
(8) The City has no debt service.
(9) Statement of Net Position (FY19, pg. 13); unrestricted net position is allocated to various reserves.
(10) CalPERS Annual Valuation Report as of June 30, 2018, Plan's Funded Status, pg. 5.; total liability not available for FY19.
(11) Statement of Net Position (FY19, pg. 13)
(12) Budget, General Fund Budget Details, FY19 pg. 12.
(13) Statement of Net Position (FY19, pg. 13)

Table A.4-1
Summary of Governmental Revenues
City of Westlake Village

Item	Fiscal Year Financials (CAFRs) FY2016-17	FY2017-18	FY2018-19
Governmental Revenues			
Property tax	$2,315,843	$2,461,188	$2,478,352
Sales tax	5,118,270	4,599,840	5,030,974
Transient Occupancy Tax	3,599,817	3,943,355	3,883,281
Franchise Fees	386,345	396,147	402,173
Motor Vehicle License Fees	849,110	902,044	910,805
Investment Income		322,094	515,241
Subtotal Taxes	12,269,385	12,624,668	13,220,826
Licenses and Permits	835,422	1,496,570	1,519,863
Intergovernmental	1,099,548	849,741	4,271,118
Fines and forfeitures	20,540	37,771	32,319
Use of money and property	174,450		
Charges for services	1,460,161	1,541,212	2,194,102
Contributions			
Other (misc.)	32,126	37,948	64,554
Subtotal Other Revenues	3,622,247	3,963,242	8,081,956
Total Governmental Revenues	15,891,632	16,587,910	21,302,782
Change from Prior Year	na	4.4%	28.4%
TOTAL REVENUES AND TRANSFERS IN	$15,891,632	$16,587,910	$21,302,782

Source: City of Westlake Village CAFRs - Statement of Revenues, Expenditures and Changes in Fund Balance, Total Governmental Funds (FY18, pg. 15).

Table A.4-2
Summary of Governmental Expenditures
City of Westlake Village

Item	Fiscal Year Financials (CAFRs) FY2016-17	FY2017-18	FY2018-19
Governmental Expenditures			
General Government	$2,353,445	$2,656,186	$2,839,222
Public Safety	2,502,683	2,693,970	2,752,868
Public Services	3,818,274	3,833,164	4,427,311
Parks and Recreation	768,946	881,899	2,104,247
Capital outlay	6,546,973	8,654,965	8,346,509
Debt service:			
Principal	455,000	465,000	475,000
Interest	681,776	672,961	659,819
Total Expenditures	17,127,097	19,858,145	21,604,976
Change from Prior Year	na	15.9%	8.8%
TOTAL USES AND TRANSFERS OUT	$17,127,097	$19,858,145	$21,604,976

Source: City of Westlake Village CAFRs - Statement of Revenues, Expenditures and Changes in Fund Balance, Total Governmental Funds (FY18, pg. 15).

Table A.4-3
Fund Balances, Governmental Funds
City of Westlake Village

	Fiscal Year Financials (CAFRs)		
Item	**FY2016-17**	**FY2017-18**	**FY2018-19**
Beginning Balance	$27,600,937	$26,365,472	$23,095,237
Net Change	(1,235,465)	(3,270,235)	(302,194)
% Change from Prior Year	-4.5%	-12.4%	-1.3%
Ending Balance, Governmental Funds	$26,365,472	$23,095,237	$22,793,043
Ending Balance/Total Governmental Expenditures	153.9%	116.3%	105.5%
Non-Spendable		not reported	
Restricted	$2,034,470	$1,109,063	$1,085,015
Committed	$2,214,720	$2,277,405	$2,340,905
Assigned	$16,942,342	$14,391,065	$15,045,182
Unassigned	$5,173,940	$5,317,704	$4,321,941
Total (2)	$26,365,472	$23,095,237	$22,793,043
Reconciliation to Net Position (3)			
Capital Assets Net of Depreciation	$34,382,257	$35,790,842	$40,806,216
Unearned Revenue	$1,310,161	$1,200,782	$1,814,253
Deferred Outflows related to Pensions	$589,516	$802,175	$695,204
Debt refunding	$585,565	$562,652	$535,200
Long-term Debt (debt, absencesj, pension)	($20,237,095)	($19,816,131)	($19,073,861)
Accrued interest	($53,322)	($52,281)	($50,886)
OPEB deferred outflows		$200,000	$214,271
Pension contribution excess or (deficiency)			
Intergovernmental Revenues			
Deferred pension inflows	($124,167)	($152,688)	($158,505)
Deferred OPEB inflows		($13,000)	($15,542)
Governmental Activities Ending Net Position	$42,818,387	$41,617,588	$47,559,393
Change from prior year			14.3%

Source: City of Westlake Village CAFRs - Statement of Revenues, Expenditures and Changes in Fund Balance, Total Governmental Funds (FY18, pg. 15).

(1) See also Net Change in Fund Balance, pg. 20.

(2) Balance Sheet, Governmental Funds (FY17, pg. 15;

(3) Reconciliation of Balance Sheet of Governmental

Table A.4-4
Summary Financial Measures and Indicators
City of Westlake Village

Item	Fiscal Year Financials (CAFRs) FY2016-17	FY2017-18	FY2018-19
1. Balanced Budget (% Revenues exceed Expenditures) (1)	-7%	-16%	-1%
Total Governmental Revenues	15,891,632	16,587,910	21,302,782
Total Governmental Expenditures	17,127,097	19,858,145	21,604,976
Special Item			
Net Change in Total Governmental Fund Balances	(1,235,465)	(3,270,235)	(302,194)
Balanced GF Budget (% Revenues exceed Expenditures) (1)	77%	75%	64%
Total General Fund Revenues	13,198,566	14,071,360	14,729,907
Total General Fund Expenditures (exc. capital)	7,473,248	8,048,465	8,997,021
Net Change before Capital	5,725,318	6,022,895	5,732,886
Capital Outlay	2,398,365	7,235,602	3,739,870
Net Change before Transfers Out	3,326,953	(1,212,707)	1,993,016
Other Net Transfers In (Out)	(1,122,531)	(1,137,856)	(1,134,263)
Net Change in General Fund Balances	2,204,422	(2,350,563)	858,753
Compound Annual Average Revenue Growth (vs. FY17)		6.6%	-10.4%
2. Ending Gov'l Fund Balance as % Gov'l Expenditures (2)	154%	116%	105%
Total Governmental Funds, Ending Fund Balance	$26,365,472	$23,095,237	$22,793,043
General Fund Ending Fund Balance	25,291,647	22,941,084	23,799,837
General Fund Expenditures (exc. capital)	7,473,248	8,048,465	8,997,021
GF Fund balance as % of GF Expenditures	338%	285%	265%
3. Unrestricted Net Position/Total Governmental Revenues (3)	90%	75%	57%
Net Position (ending)	42,818,387	41,617,588	47,559,393
Unrestricted Net Position (UNP)	14,262,748	12,455,664	12,233,776
Total Governmental Revenues	15,891,632	16,587,910	21,302,782
4. Current Ratio (Short-term Liquidity) (4)	3.5	10.9	4.7
Current Assets (Cash and Investments)	24,399,772	22,948,319	20,725,092
Current Liabilities	6,873,753	2,102,801	4,369,983
5. Change in Net Depreciable Capital Assets (5)	-5.9%	0.7%	2.5%
Total Capital Assets being Depreciated, Start of Year	63,866,789	63,845,363	65,852,776
Net Depreciable Capital Assets , Start of Year	31,212,167	29,364,258	29,584,327
Increase or (reduction) in Accumulated Depreciation	1,826,483	1,787,344	1,862,066
Net Depreciable Capital Assets , End of Year	29,364,258	29,584,327	30,327,192
Net, end of year/Total	46%	46%	46%
6. Debt Service as % of Total Governmental Revenues	7.2%	6.9%	5.3%
Debt Service (6)	1,136,776	1,137,961	1,134,819
Total Governmental Revenues	15,891,632	16,587,910	21,302,782
Total Debt (7)	20,237,095	16,943,870	16,318,897
Total Debt as a % of Total Governmental Revenues	127%	102%	77%
7. Total Reserves (% of total governmental expenditures)	30%	27%	20%
Total Governmental Reserves (unassigned Fund Balances)	$5,173,940	$5,317,704	$4,321,941
General Fund Reserve (unassigned GF Fund Balance) (8)	6,134,585	6,272,614	6,413,750
General Fund Reserve/General Fund Expenditures	82%	78%	71%
GF Reserves (months of GF expenditures) (9)	9.9	9.4	8.6
8. Pension Payments as % of Gov'l Revenues	na	1.4%	1.3%
Total Pension Liability (10)	$9,298,910	$10,425,582	na
Unfunded Pension Liability (10)	2,091,909	2,469,130	2,138,863
% Pension Liability Funded	77.5%	76.3%	na

Annual Payments to Pension Normal Cost (11)	na	139,562	155,507
Annual Payments to Unfunded Pension Liability (11)	na	91,926	117,440
Total Payments (normal cost + unfunded liabilities)	na	231,488	272,947
Unfunded Pension Liability as a % of Total Gov'l Revenues	na	15%	10%
Total Payments as % of Gen'l Fund Revenues	na	1.6%	1.9%
9. OPEB Liability Payments as % of Total Gov'l Revenues			na
Total OPEB Liability (end of FY) (12)	$1,286,000	$1,410,000	$1,523,000
Net OPEB Liability (end of FY) (13)	959,372	684,000	616,101
% OPEB Liability Funded	25.4%	51.5%	59.5%
Total OPEB Payments (14)	147,000	49,000	na

Notes to Table A.4-4

(1) Statement of Revenues, Expenditures & Changes in Fund Balance, Total Gov'l Funds (FY17 pg. 17, FY18, FY19, pg. 15).
(2) Statement of Revenues, Expenditures & Changes in Fund Balance, Total Gov'l Funds (FY17 pg. 17, FY18, FY19, pg. 15).
(3) Statement of Net Position (FY17, pg. 13; FY18, pg. 11)
(4) Statement of Net Position (FY17, pg. 13; FY18, pg. 11)
(5) FY17, Note 4, pg. 28-29; FY18, Note 4, pg. 26-27.
(6) Statement of Revenues, Expenditures and Changes in Fund Balance, Total Governmental Funds (FY17 pg. 17, FY18, pg. 15
(7) Statement of Net Position (FY17, pg. 13; FY18, FY19, pg. 11); non-current liabilities excluding pension and OPEB.
(8) Balance Sheet, Governmental Funds, FY17 pg. 15; FY18 pg. 13; FY20 budget, pg. 3.
(9) GF Reserve/(GF expenditures/12 months)
(10) CalPERS Annual Valuation Report as of June 30, Plan's Funded Status, pg. 5 (Misc. and PEPRA).
(11) CalPERS Annual Valuation Report as of June 30, Required Employer Contributions, pg. 4 (Misc. and PEPRA).
(12) CAFR FY18, Note 7, pg. 38 for FY17 year end;
(13) CAFR FY17, Note 7, pg. 36-39; FY18, Note 7, pg. 35, FY19, pg. 24; Actuarial Valuation, March 28, 2018.
(14) CAFR FY17, Note 7, pg. 38, Annual Req'd Contribution.

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