

THE RANCH

Belvedere Tiburon Joint Recreation Committee

AGENDA

Monday, November 13, 2023 at 7pm

Dairy Knoll Center, Room 1, 600 Ned's Way, Tiburon

The public is invited to attend in person at Dairy Knoll Center

REGULAR MEETING – 7pm

Call Meeting to Order and Roll Call

- Board Chair, Julianne Schaefer of Belvedere
- Vice Chair, Victoria Gazulis of Tiburon
- Tiburon Town Council Rep, Issac Nikfar
- Belvedere City Council Rep, Sally Wilkinson
- Reed Union School District Rep, Liz Webb
- Belvedere Rep, Melissa Feder
- Belvedere Rep, Chelsea Schlunt
- Tiburon Rep, Dan Fletcher
- Tiburon Rep, Albert Yu

1. PUBLIC COMMENT

The public may direct questions or comments related to The Ranch business to the Board and Director concerning matters not listed on the agenda for up to three minutes. The Board can take no action unless the matter is placed on a subsequent agenda.

2. MINUTES Approval of Minutes from Regular Board Meeting on September 18, 2023

MOTION _____ SECOND _____ VOTE _____

3. ACTION ITEM – Nomination of 2024 Board Chair

MOTION _____ SECOND _____ VOTE _____

4. ACTION ITEM – Nomination of 2024 Vice Chair

MOTION _____ SECOND _____ VOTE _____

5. DISCUSSION ITEM – Tiburon Parks and Recreation Master Plan Update from WRT Consultants

See presentation Item A

6. ACTION ITEM – Jarvis Fay LLP as our new legal representation

MOTION _____ SECOND _____ VOTE _____

Board Member and Director Report - See Item B and C

7. DISCUSSION ITEM – Fall and Winter Program Updates

STAFF REPORT – Recreation Director Hotchkiss

Adults are holding steady, youth programs continue to be strong and we are trying to keep up with demand but staffing is limiting the amount we are able to serve

8. DISCUSSION ITEM – The Ranch Financials

September financials year to date 2023-2024

STAFF REPORT – Recreation Director Hotchkiss

9. DISCUSSION ITEM – Draft 2024-2025 Budget

STAFF REPORT – Recreation Director Hotchkiss - See Item D and E

ADJOURN

GENERAL PUBLIC INFORMATION

ASSISTANCE FOR PEOPLE WITH DISABILITIES

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Director of Belvedere-Tiburon Joint Recreation (415) 435-4355 ext. 1004. Notification 48 hours prior to the meeting will enable BTJR to make reasonable accommodation for full participation. (28 CFR 35,102-35,104 ADA Title II)

Upon request, The Ranch will provide written agenda materials in appropriate alternative formats, or disability-related modification or accommodation, including auxiliary aids or services, to enable individuals with disabilities to participate in public meetings. Please send a written request, including your name, mailing address, phone number and brief description of the requested materials and preferred alternative format or auxiliary aid or service at least 5 days before the meeting. Requests should be sent to the Director of Belvedere-Tiburon Joint Recreation at the above address.

AVAILABILITY OF INFORMATION

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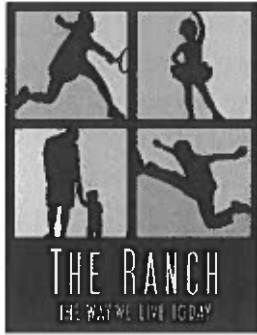
TIMING OF ITEMS ON AGENDA

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Belvedere Tiburon Joint Recreation Committee

DRAFT MEETING MINUTES

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REGULAR MEETING – 7pm

Call Meeting to Order and Roll Call

- Board Chair, Julianne Schaefer of Belvedere Present
- Vice Chair, Victoria Gazulis of Tiburon Present
- Tiburon Town Council Rep, vacant Vacant
- Belvedere City Council Rep, Sally Wilkinson Absent
- Reed Union School District Rep, Liz Webb Present
- Belvedere Rep, Melissa Feder Present
- Belvedere Rep, Chelsea Schlunt Present
- Tiburon Rep, Dan Fletcher Absent
- Tiburon Rep, Albert Yu Present

1. PUBLIC COMMENT

No public comments were made

2. Minutes approved from Regular Board Meeting on May 15, 2023

MOTION Julianne Schaefer, SECOND Chelsea Schlunt, Motion Passed

Board Chair Schaefer Welcomed new Tiburon Representative Board Member Albert Yu.

3. DISCUSSION ITEM – Sub Committee request to assist in new legal representation for The Ranch

The Ranch is now seeking new legal representation. Director Hotchkiss is looking to create an ad hoc sub-committee of one more board member in addition to our Chair and Vice Chair to join committee. Board Member Feder volunteered. Director Hotchkiss is hoping to have an update at November meeting.

4. DISCUSSION ITEM – RUSD Update from RUSD Representative Liz Webb

Back to school nights have already taken place, everyone is happy and thriving. There are two new playgrounds. Reed campus was State funded because of the new Pre-k class. Webb says enrollment has increased at Reed due to Pre-K enrollment, and a few East Corte Mader kids are coming over to Bel Aire. Webb reported there is a new safety tool on the website called the "Safety Button" that allows children to anonymously report to the school. This is geared more towards issues like cyber bullying, depression, anxiety. This new tool went live last month, they're hoping it will be another resource for students for mental health. RUSD is seeking to add new crossing guards. There is strategic planning for another five-year plan, community members are invited to participate.

5. DISCUSSION ITEM – Tiburon Parks and Recreation Master Plan Update by Director Hotchkiss

Director Hotchkiss reports that Park and Recreation Surveys were mailed to all Tiburon residents. Over the summer, The Ranch staff met with consultants that have conducted programming and facility reviews. The goal was to get 250 surveys responses; they have already received 400. The only recreation item raising the most concern is the lack of activities for teenagers. The Ranch is already working on rebranding and revising our teen offerings after surveying our young teens all summer on what they are looking for and what they would attend. This past week the town held two community workshops. Thank you to Victoria and Jerry Riessen for attending the community workshops.

6. DISCUSSION ITEM – Dairy Knoll Building Report from Director Hotchkiss

Dairy Knoll building is already almost ten years old. Over the summer the Town of Tiburon painted the exterior building was painted, parking lot restriped, and landscaped. The Ranch had the floors were resurfaced and some interior painting.

7. DISCUSSION ITEM – Spring, Summer and Fall Updates from Director Hotchkiss

Spring youth programs saw increased attendance. In Spring of 2022 we served 491 kids per week, in Spring of 2023 we served 620 kids per week. In summer, we served 1,460 campers, same as summer prior, continuing to keep up with the high demand. Heather Wilson, The Ranch's Adult Supervisor, completed her first six months with strong fitness and art class attendance. She also wrapped up a terrific Adult Spring Softball and Basketball Leagues. Director Hotchkiss noted that there was successful turn out at the Tiburon Classic Car show in June. The Run Tiburon 5k & 10k was held September 10th with increased attendance from last year. The event went very well. Save the date for the Halloween Carnival on Sunday October 22nd!

8. DISCUSSION ITEM – The Ranch Financials from Director Hotchkiss

Recreation Director Hotchkiss reports from the 2022-2023 Audit that The Ranch ended the 2022-2023 fiscal year in a strong financial position with a net of \$132,000 which met the Operating Reserve Policy goal for the first time.

The 2023-2024 fiscal year is on track to meet revenue goals with increased expenses in the area of Publicity increasing due to recruitment needs for the remainder of the year and staffing at Angel Island Day Camp.

ADJOURN at 8:03pm

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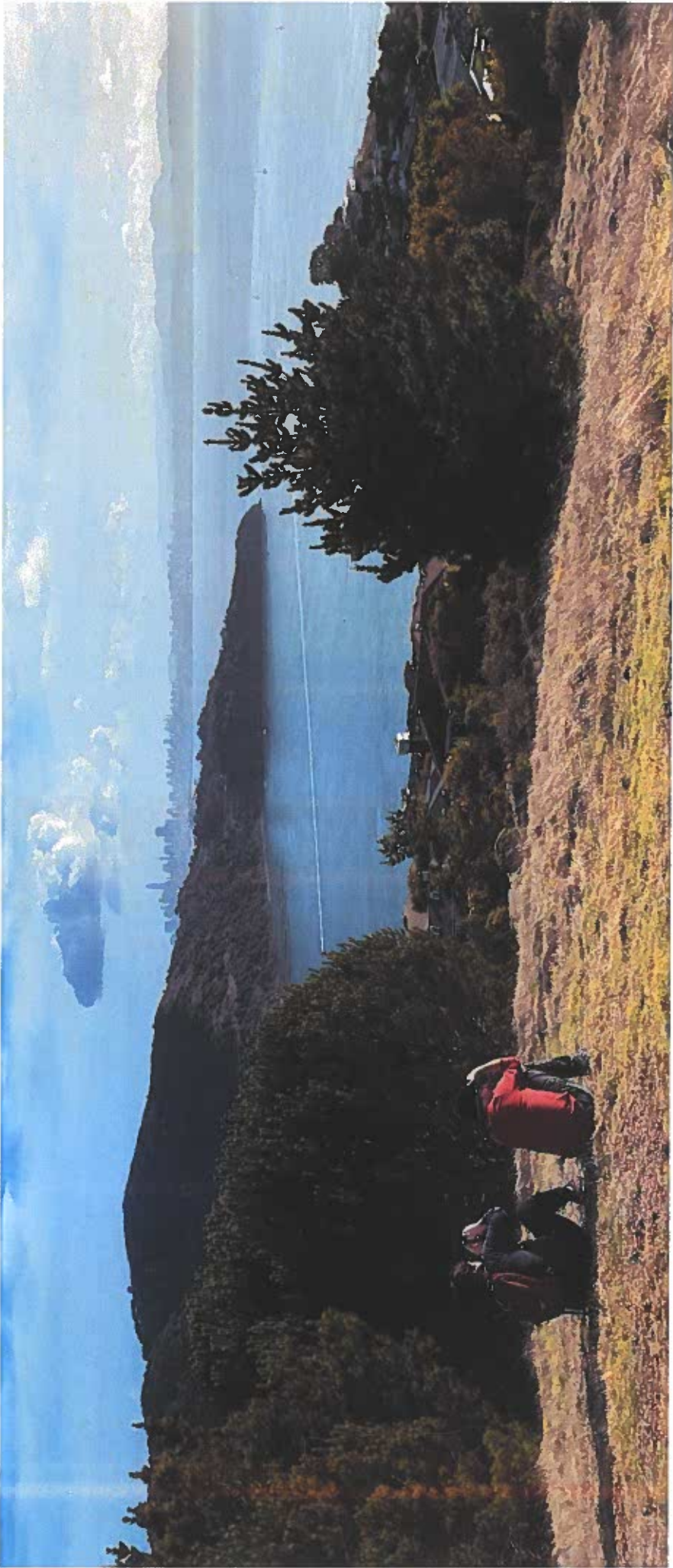
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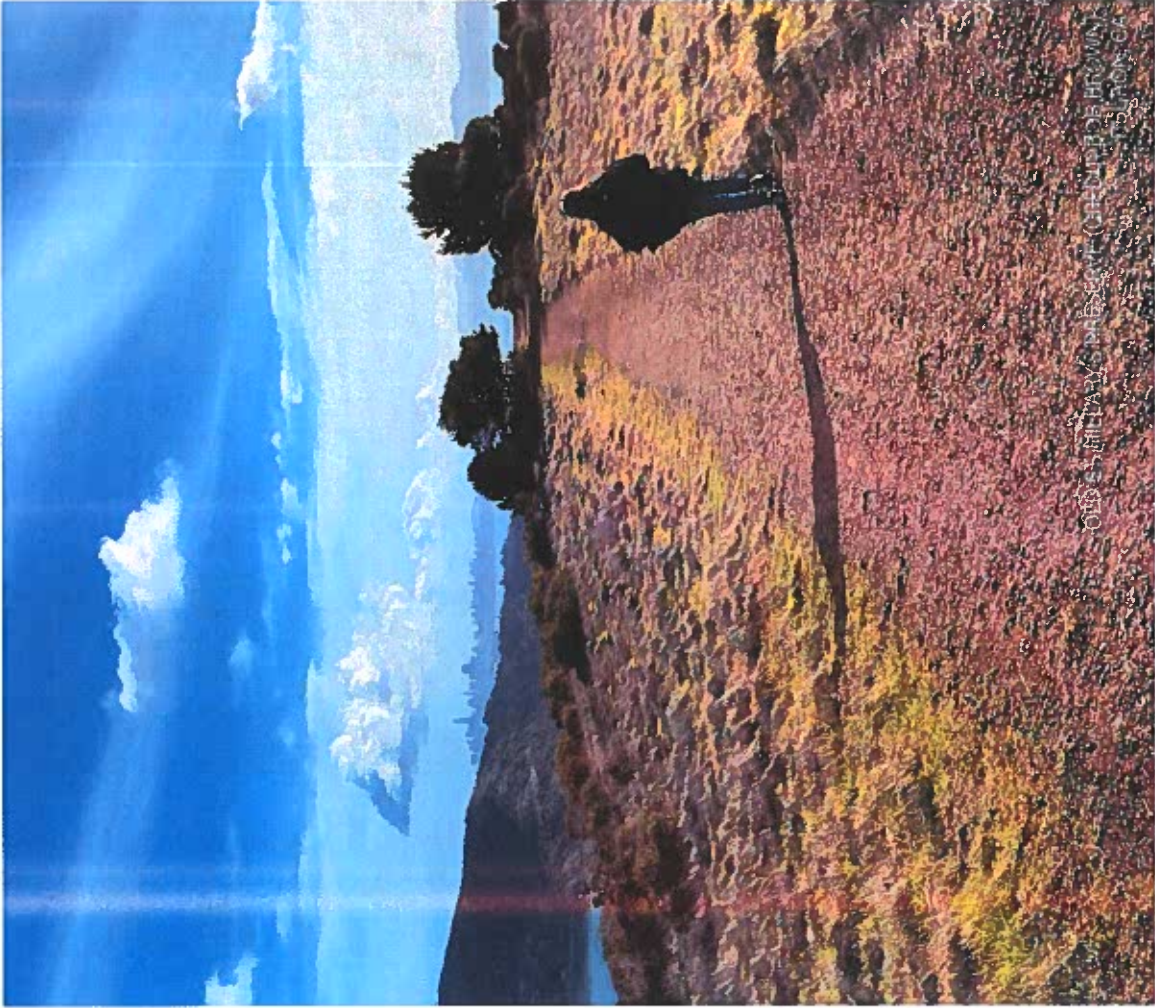
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TIBURON PARKS + RECREATION MASTER PLAN

The Ranch Board / November 13, 2023
WRT with PROS Consulting, mack5, ETC Institute, and O'Rourke Associates





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AGENDA

- 1 PROJECT ORIENTATION
- 2 DEMOGRAPHICS + RECREATION
- 3 FACILITIES ASSESSMENT
- 4 PROGRAM ASSESSMENT
- 5 SURVEY
- 6 COMMUNITY ENGAGEMENT
- 7 DISCUSSION



01



PROJECT ORIENTATION

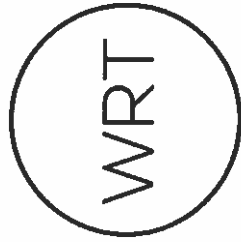




WHY DO A PARKS + RECREATION MASTER PLAN?

- Understand needs and opportunities at parks
- Understand community priorities for park amenities, experiences
- Create foundation for improved operations, funding

MEET OUR TEAM



**PRIME
CONSULTANT**



**BUILDING
ASSESSMENTS +
COST ESTIMATING**



**PARKS + RECREATION
CONSULTANTS**

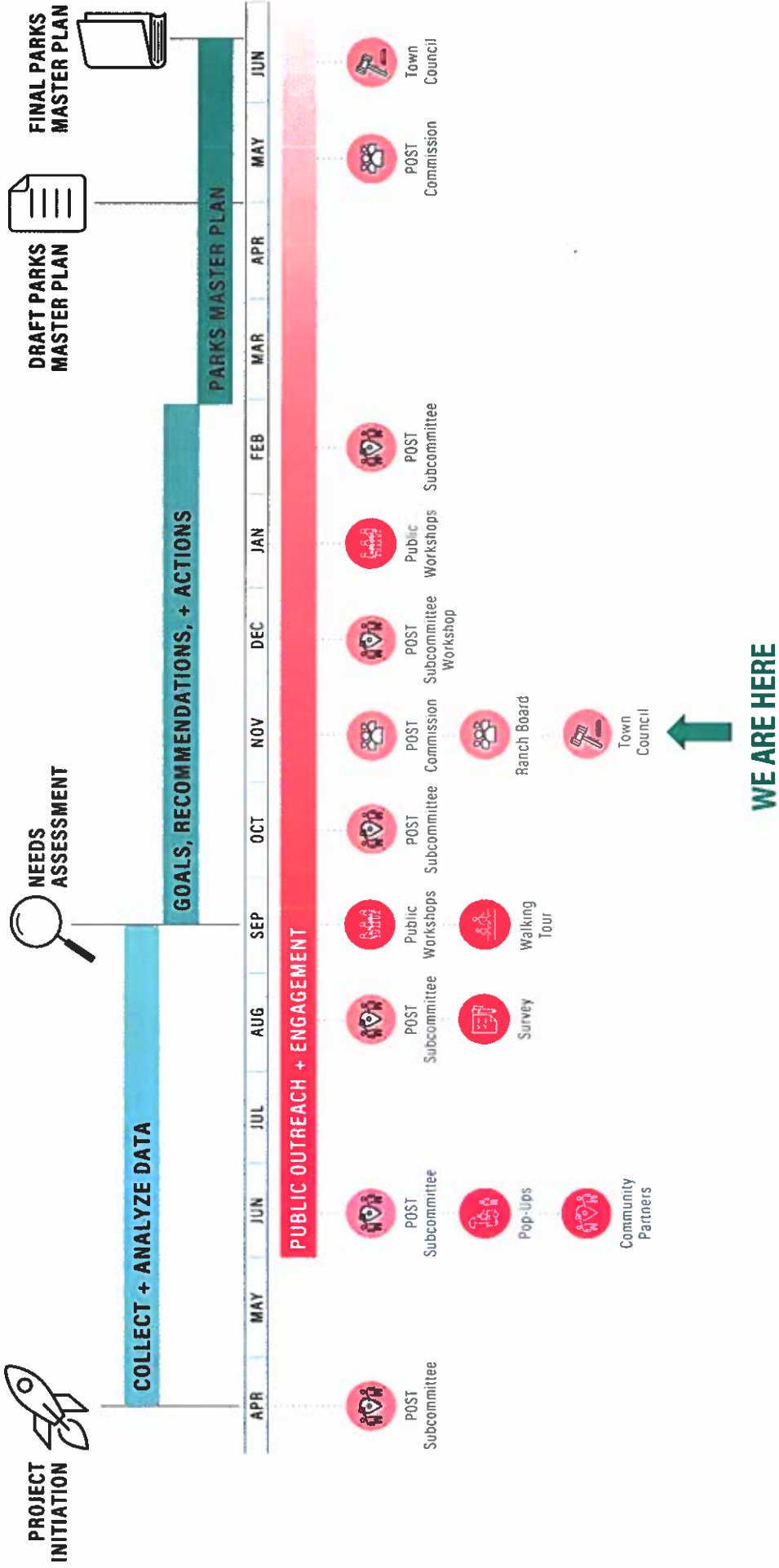


**STATISTICALLY-
VALID SURVEY**



**STRATEGIC
STAKEHOLDER
ADVISOR**

SCHEDULE



Tiburon Parks and Open Spaces

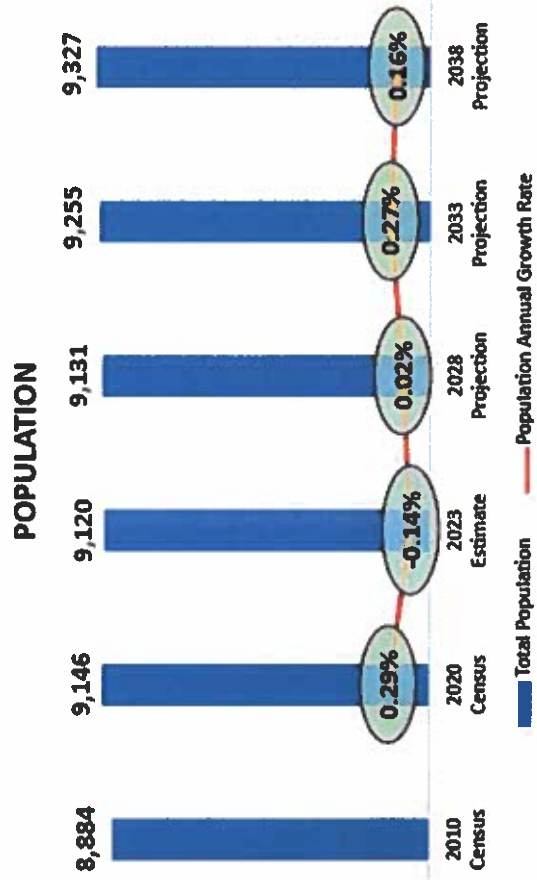


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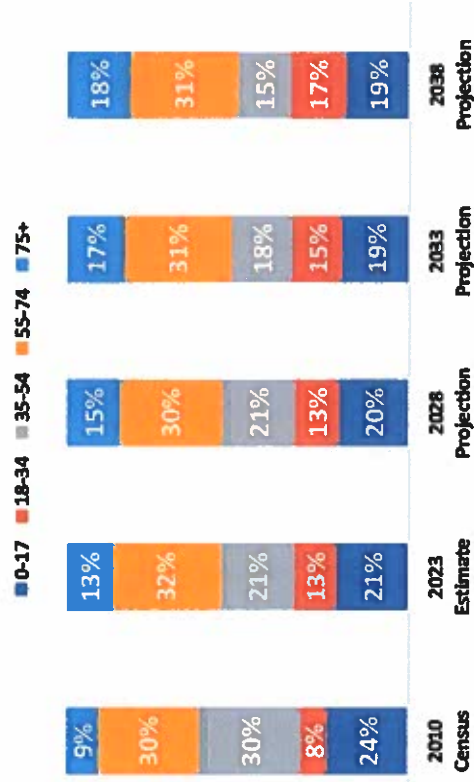
**DEMOGRAPHICS +
RECREATION**



POPULATION CHARACTERISTICS

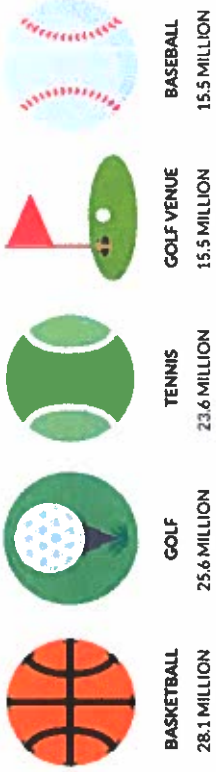


POPULATION BY AGE SEGMENTS

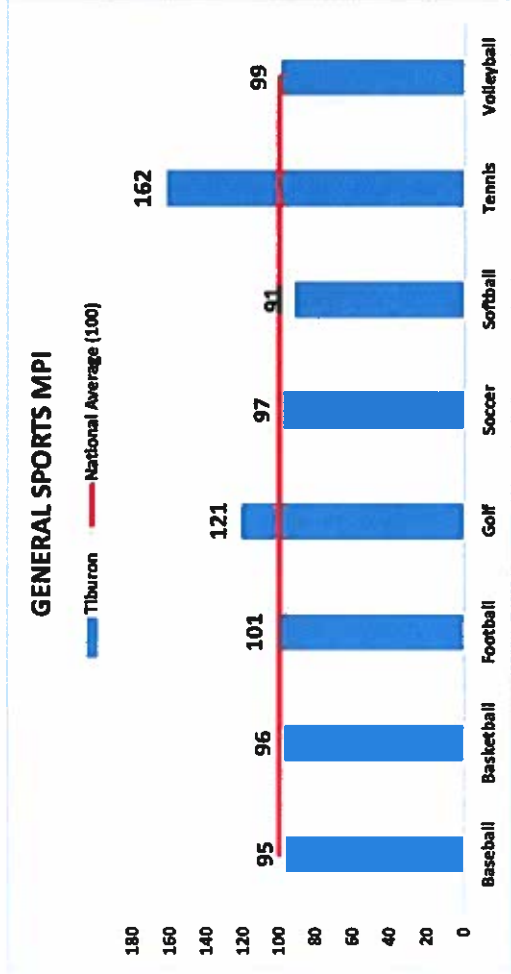


RECREATION TRENDS: GENERAL SPORTS

NATIONAL PARTICIPATION



TIBURON'S RELATIVE "MARKET POTENTIAL"

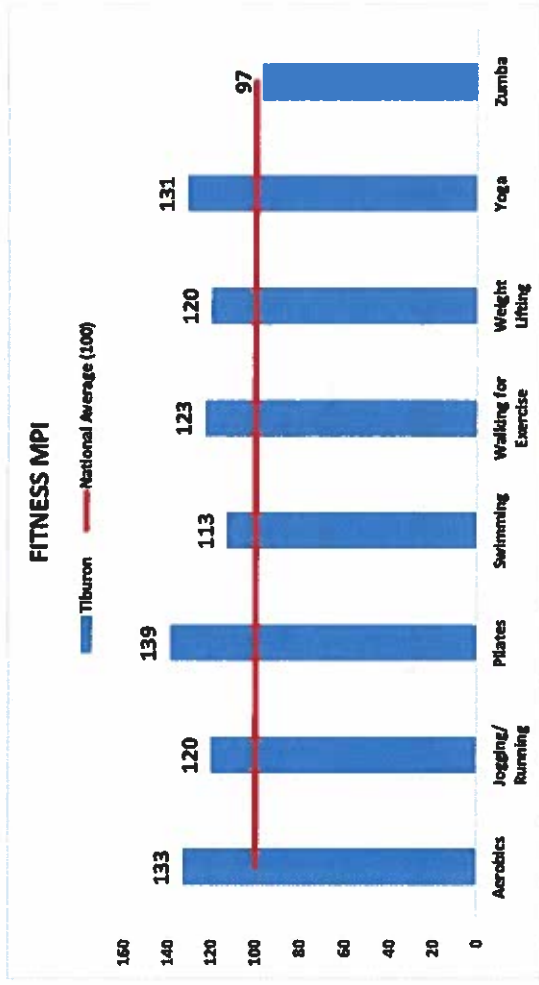


RECREATION TRENDS: GENERAL FITNESS

NATIONAL PARTICIPATION



TIBURON'S RELATIVE "MARKET POTENTIAL"



RECREATION TRENDS: OUTDOOR ACTIVITIES

NATIONAL PARTICIPATION

Outdoor Adventure/Recreation

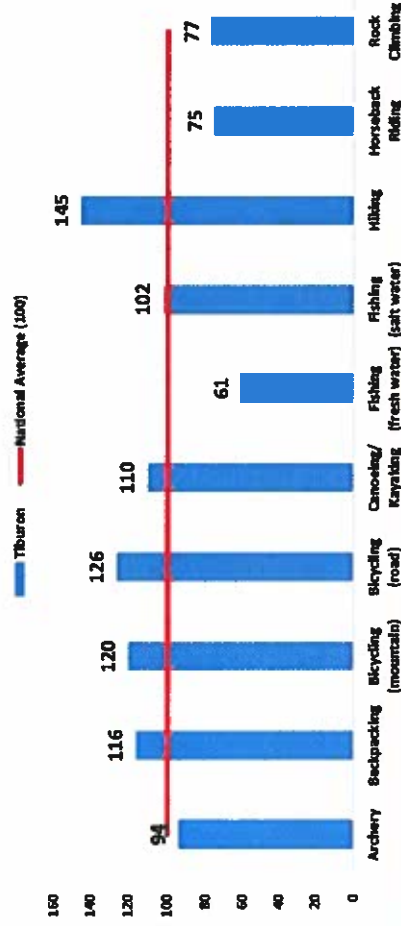
				
DAY HIKING 59.6 MILLION	ROAD BICYCLING 43.6 MILLION	FRESHWATER FISHING 41.8 MILLION	CAMPING 37.4 MILLION	WILDLIFE VIEWING 20.6 MILLION

Water Sports/Activities

				
RECREATIONAL KAYAKING 13.6 MILLION	CANOEOING 9.5 MILLION	SNORKELING 7.4 MILLION	JET SKIING 5.4 MILLION	STAND-UP PADDLING 3.8 MILLION

TIBURON'S RELATIVE "MARKET POTENTIAL"

OUTDOOR ACTIVITY MPI



03

**FACILITIES
ASSESSMENT**

FACILITIES ASSESSMENT

- Inventory of Space, Materials and Current Uses
- Assessment of Existing Conditions, Functionality, Code Compliance & ADA
- Mack5 assessed:
 - Dairy Knoll Center
 - Town Hall Community Room
 - South Knoll Restroom
 - Blackie's Restrooms - Single
 - Blackie's Restrooms - Multi



FACILITIES ASSESSMENT

GENERAL ASSESSMENT FINDINGS

Our assessment found the following general conditions:

- The Building Facilities are mostly in good conditions with good ongoing maintenance with some noted exceptions identified in the Deficiency Reports.
- Only minor accessibility issues were found and noted in the Deficiency Report
- Facilities generally meet the existing program needs but some modifications and/or additional facilities would be needed to meet some of the additional program needs under consideration.
- The existing Building Facilities are quite limited in providing recreation opportunities and do not present a high visibility of recreation programs and opportunities.

04

PROGRAM ASSESSMENT

Core Program Areas

PROGRAM DESCRIPTION		
Core Program Area	Brief Description	Internal Goals and/or Desired Outcomes
Summer Camp Programs	Wide variety of summer camps for children ages 4-15	Increase attendance at independent contract programs and maintain strong attendance at our in house camps
Adult Programs (classes to sport leagues)	Fitness, Art, Language, and Game programs along with Adult Sport Leagues.	To increase adult attendance and offerings in a post pandemic world
After School Programs	Sport, Enrichment, and childcare programs for children ages 4-13	Meet current high demand
Tennis Programs	Classes for tots to seniors	Offer consistent services at market rates
Special Events (community events)	Community events to bring the community together	Keep coming up with new and exciting creative events and reenergize old ones

Location

LOCATION WHERE PROGRAM OFFERED										
	Tiburon	Tiburon	Tiburon	Tiburon	Tiburon	Tiburon	Tiburon	Tiburon	Tiburon	Belvedere
Core Program Area	Schools	Dairy Knoll Center	Paradise Beach Park	Shoreline Park	Town Hall Community Room	Other-Historical Site	Teather Park Tennis Courts	Community Center	Lagoon Rd Tennis Courts	
Summer Camp Programs	x	x	x			x		x		
Adult Programs (classes to sport leagues)	x	x			x			x		x
After School Programs	x	x						x		x
Tennis Programs	x									x
Special Events (community events)				x						x



Ages Served

AGES SERVED							
Primary Market (P) or Secondary Market (S)							
Core Program Area	Preschool (5 and Under)	Elementary (6-12)	Teens (13-17)	Young Adult (18-34)	Adult (35-54)	Active Adult (55-64)	Senior (65+)
Summer Camp Programs	Primary	Primary	Secondary				
Adult Programs (classes to sport leagues)				Secondary	Primary	Primary	Primary
After School Programs	Primary	Primary	Secondary				
Tennis Programs	Primary	Primary	Primary	Primary	Primary	Primary	Secondary
Special Events (community events)	Primary	Primary	Secondary	Secondary	Primary	Primary	Secondary
	4	4	1	1	3	3	1



Overall Analysis

All Programs: Lifecycle Stage				
	Percentage	Number	Actual Distribution	Best Practice Distribution
Introduction	4%	1		
Take-Off	18%	5	46.4%	50-60%
Growth	25%	7		
Mature	25%	7	25.0%	40%
Saturated	11%	3		
Decline	18%	5	28.6%	0-10%
Total	100%	28		

Pricing Strategies

PRICING STRATEGIES

For each Core Program Area, please place an 'X' to identify which pricing strategies are utilized. You may leave the row blank if all programs within the Sub-Type are offered free of charge to everyone.

	Residency	By Cost Recovery Goals	By Customer's Ability to Pay	Age Segment	By Competition (Market Rate)	Family / Household Status	Weekday / Weekend	Prime / Non-Prime Time	Group Discounts	By Location
Core Program Area	Different prices for resident vs non-resident	Dept. cost recovery goals influence your price	Scholarships, subsidies, discounted rates offered for low-income	Different prices offered for different ages	Competitors' prices influence your price	Different prices offered for family / household groups	Different prices for different days of the week	Different prices for different times of the day	Different prices for groups	Different prices at different locations
Summer Camp Programs	X	X	X		X					
Adult Programs (classes to sport leagues)	X	X	X	X	X					
After School Programs	X	X	X	X						
Tennis Programs	X	X	X	X	X					
Special Events (community events)	X	X	X							

Participation

Question	Yes	No	Comments
Does the Department currently track any of the following program and/or facility performance measurements for recreation programs?	Yes	No	
Total participants	x		
Participant to staff ratio	x		
Program cancellation rate (% describing number of programs cancelled due to insufficient numbers)		x	
Customer satisfaction level	x		we survey when needed as to not oversaturate on surveying
Customer retention rate			we have no way to track this statistic

Staff Management

Does the Department currently use any of the following HR practices or standards for recreation programs?	Yes	No
Regularly and consistently update policies & procedures	X	
Instructor quality check	X	
Lesson plans		X
Evaluation system		X
Customer service training	X	
Basic life safety training (ex. CPR, First Aid)	X	
Enhanced life safety training		X
Specialty skill training	X	
Marketing training		X
Training on calculating/tracking total cost of facility operations		X
Training on calculating/tracking cost of service		X
Continuing education		X
Diversity training		X
Performance reviews; full-time	X	
Performance reviews; part-time	X	
Performance reviews; seasonal	X	

Marketing

Does the Department currently use any of the following methods of marketing and promotion for recreation programs?	Yes	No
Program guides (print)		X
Program guides (online)	X	
Website	X	
Smart/mobile phone enabled site		X
Apps		X
Fliers and/or brochures	X	
Direct mail	X	
Email blasts and/or listserv	X	
Public Service Announcements (PSAs)		X
Roadsign marquees	X	
Paid advertisements	X	
Radio (paid or free)		X
TV (paid or free)		X
On-hold pre-programmed phone messages		X
SMS/MMS/Text Message marketing		X
Newsletters (print)		X
Newsletters (online)		X
In-facility signage	X	
Facebook	X	
Instagram	X	
Twitter		X
Flickr		X
YouTube channel		X
Blogs / vlogs		X
Webinars		X
QR Codes	X	
Other	X	

Community Engagement

Does the Department currently use any of the following methods for gathering public input or feedback regarding recreation programs?	Yes	No
Pre-program surveys		x
Post-program surveys	x	
Regular/recurring user surveys	x	
Lost customer/user surveys		x
Non-customer/non-user surveys		x
Focus groups		x
Statistically valid surveys		x
In-facility, in-park, or on-site surveys	x	
Crowdsourcing tools (e.g., Peak Democracy, Chaordix, Mind Mixer, etc.)		x
Other		

Volunteer Management

Regarding volunteers for recreation programs, does the Department currently...	Yes	No
Track the number of individual volunteers used annually?		X
Track the number of volunteer hours donated annually?		X
Have a formal/adopted volunteer policy?	X	

Partnerships & Competition

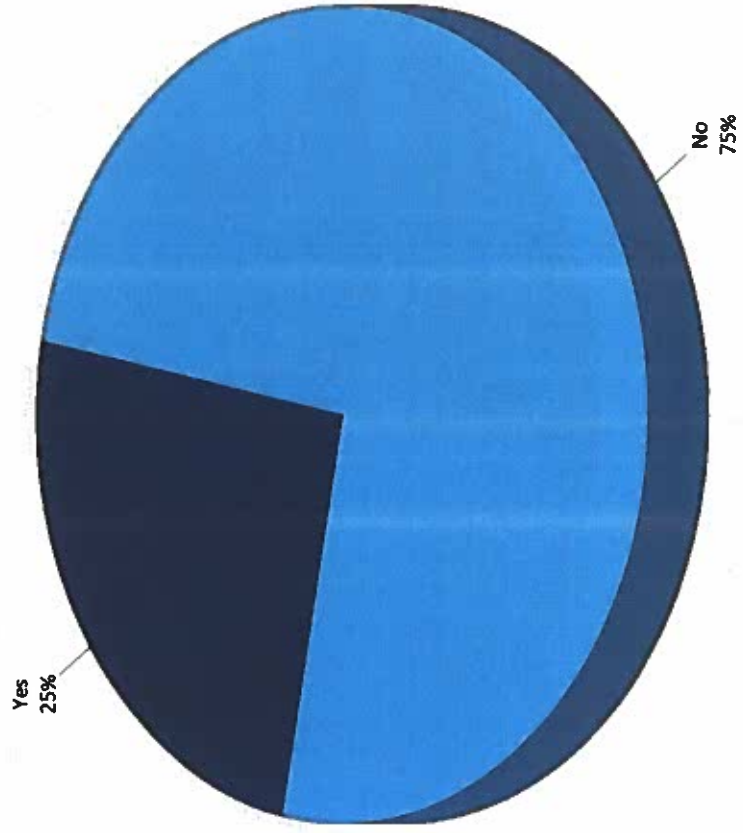
Regarding recreation-related partnerships, does the Department currently...	Yes	No
Maintain a list or database of all partner organizations?		x
Have a formal/adopted partnership policy?	x	
Require a written agreement for all partnerships?	x	
Identify measureable outcomes for each partnership?		x
Regarding market competitors and similar providers of recreation programs, does the Department currently...	Yes	No
Maintain a list or database of major competitors/similar providers?		x
Regularly (e.g., annually) conduct an environmental scan of competitors' offerings, pricing, and marketing?	x	

05

STATISTICALLY-VALID SURVEY

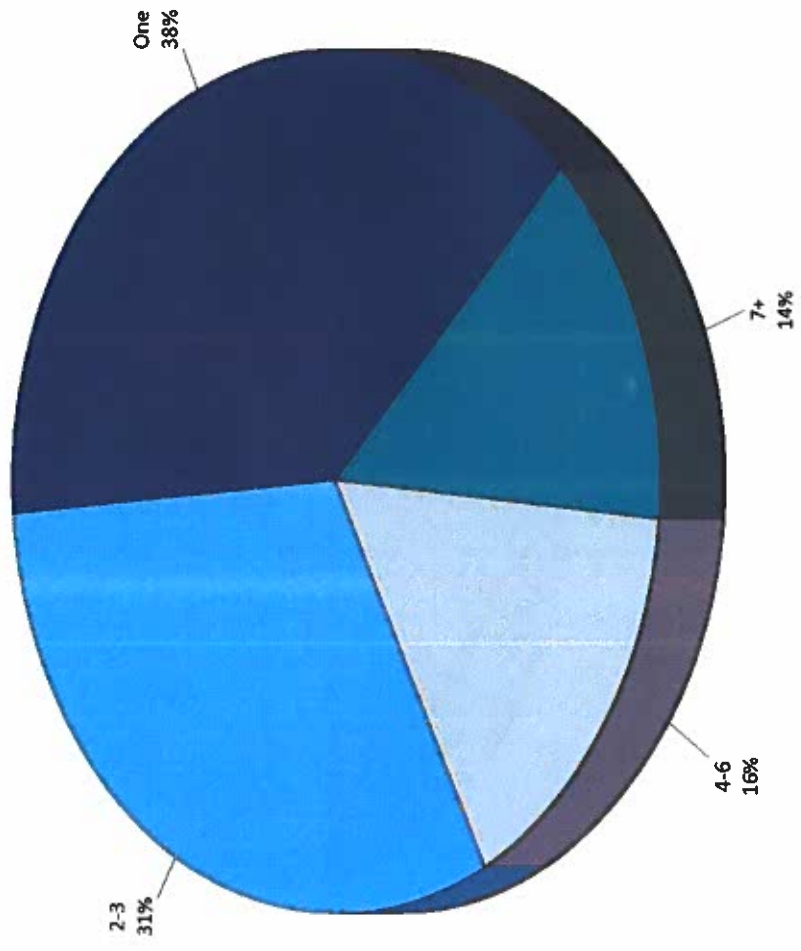
Q5. Has your household participated in any recreation programs/activities offered by the Belvedere Tiburon Joint Recreation Committee (The Ranch) in the past 12 months?

by percentage of respondents



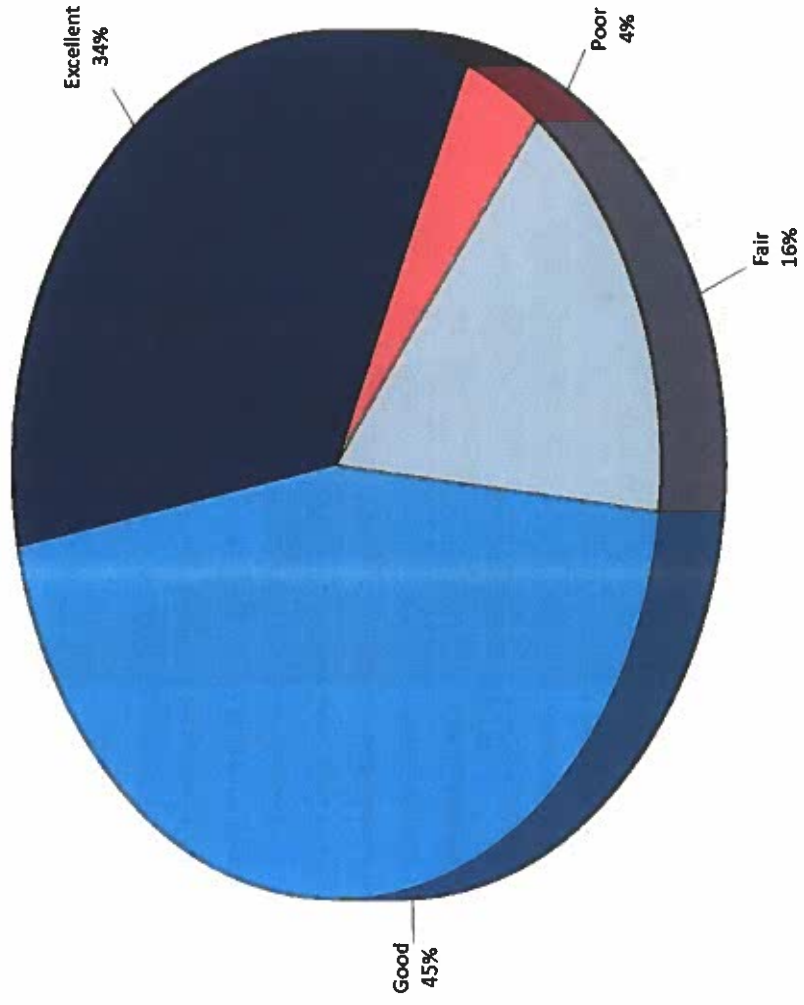
Q5a. How many programs and/or activities offered by The Ranch have you or members of your household participated in during the past 12 months?

by percentage of respondents (excluding "not provided")



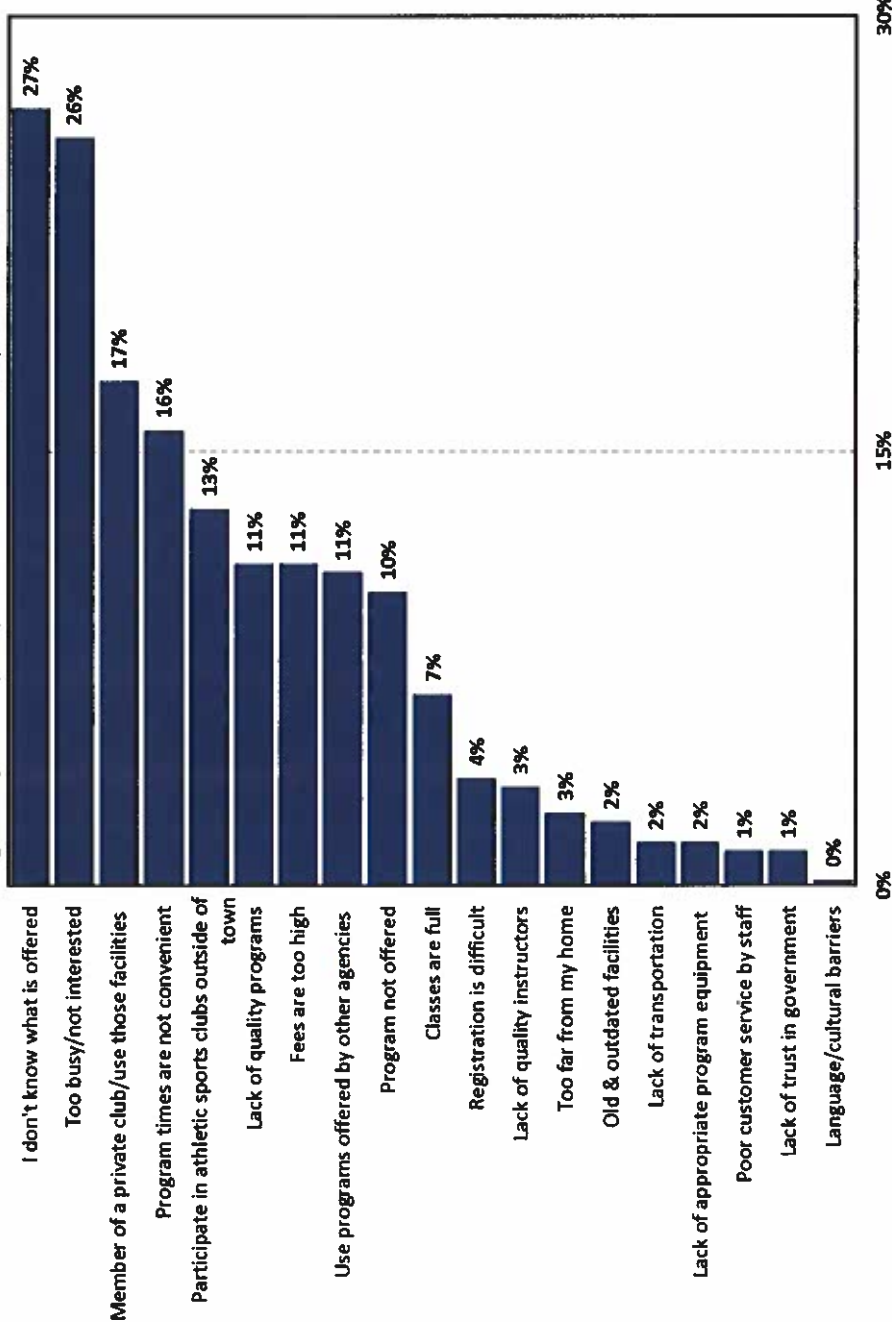
Q5b. How would you rate the overall quality of The Ranch programs/activities in which your household has participated?

by percentage of respondents (excluding "not provided")

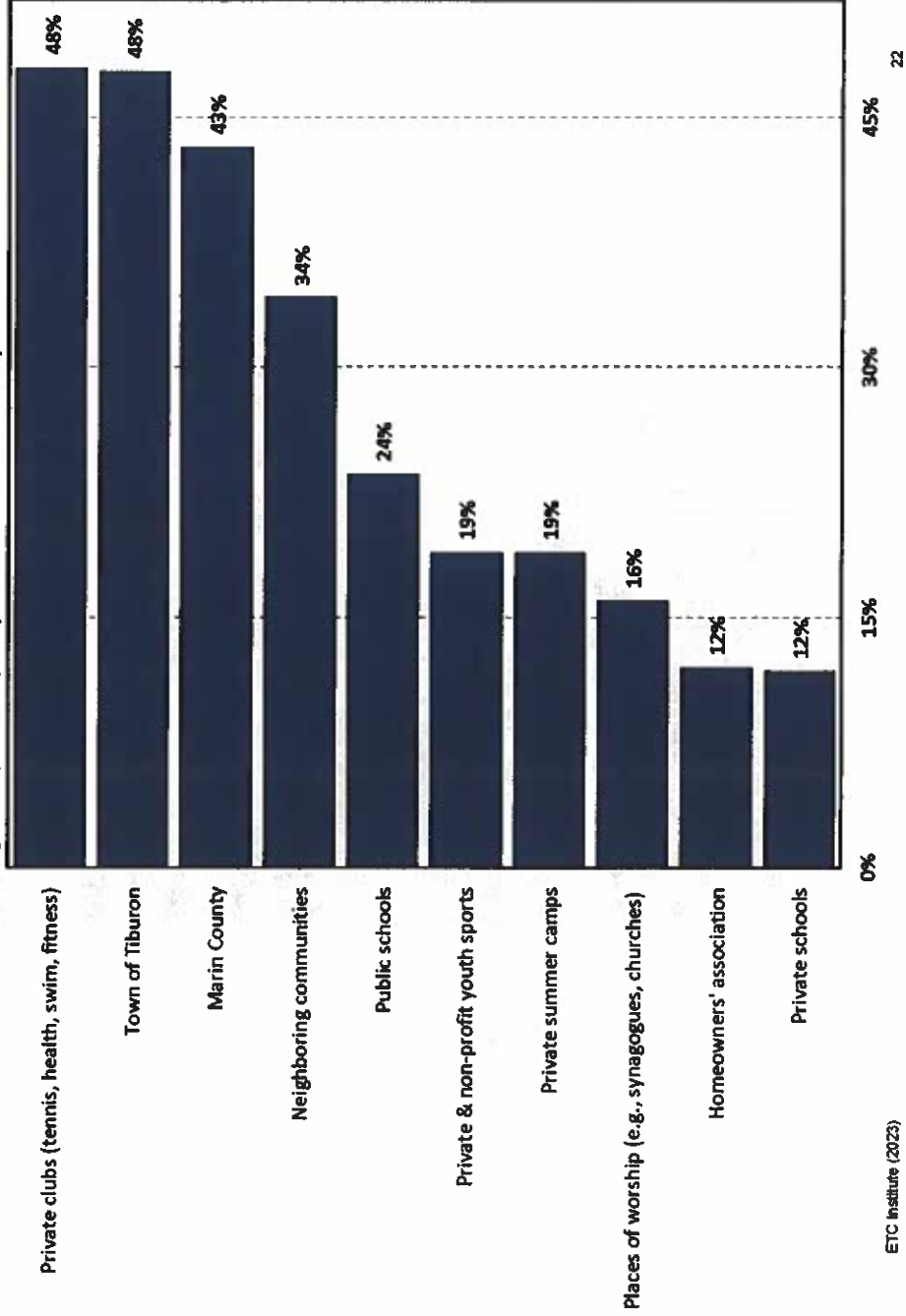


Q6. Please CHECK ALL the following reasons that prevent you/your household from participating in The Ranch programs/activities more often.

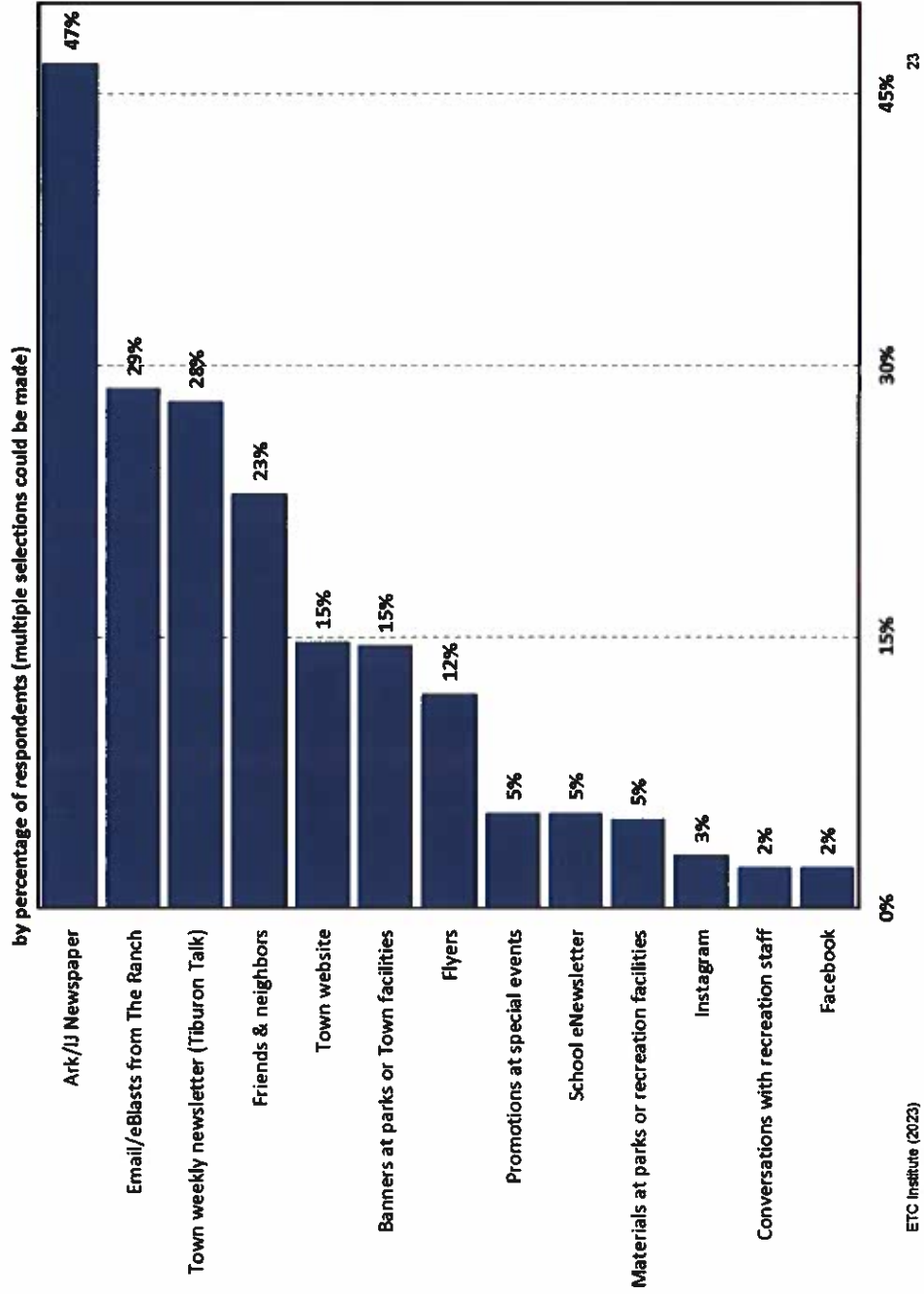
by percentage of respondents (multiple selections could be made)



Q7. Please CHECK ALL of the organizations that you/your household have used for programs/activities in the past 12 months. by percentage of respondents (multiple selections could be made)

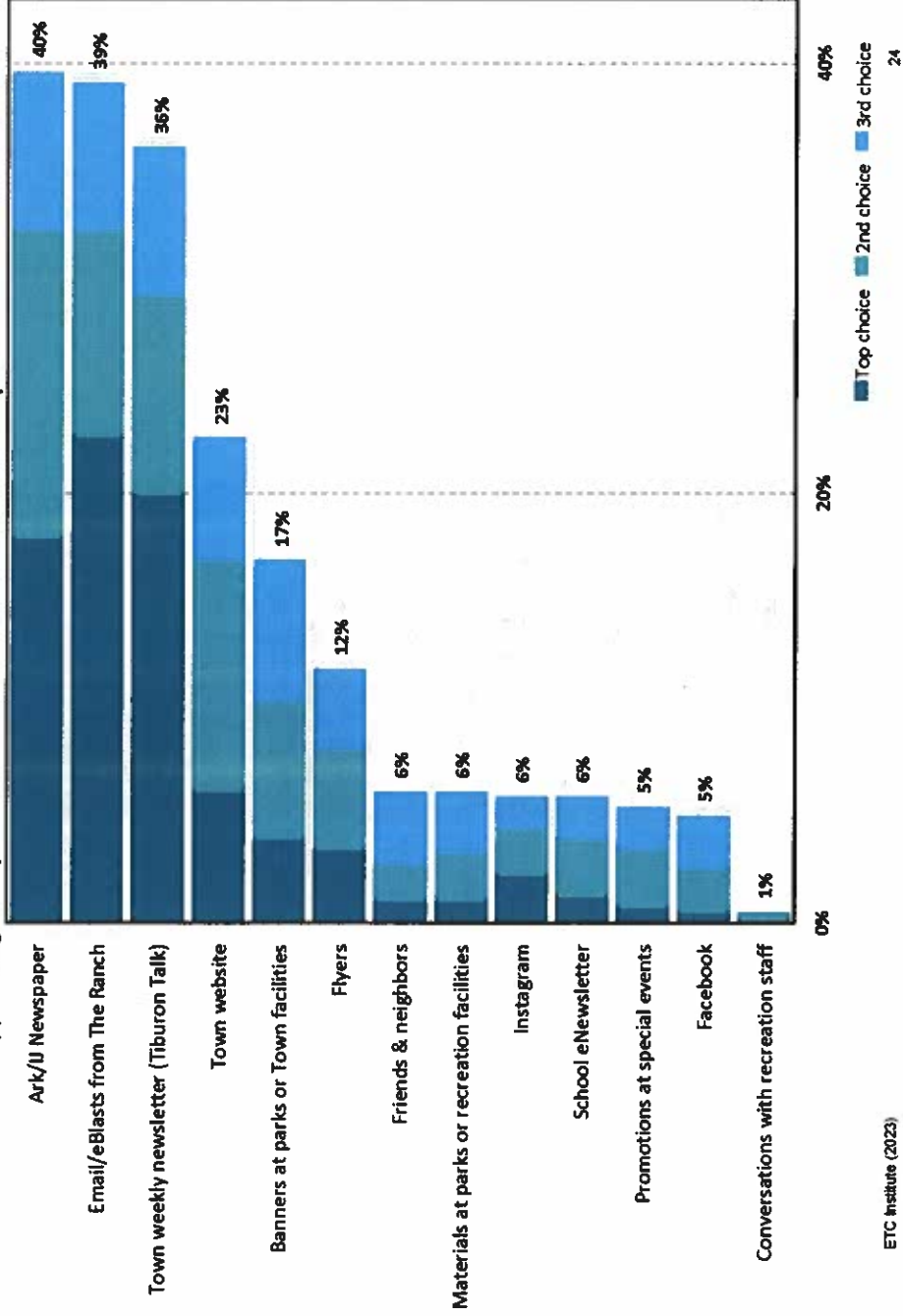


Q8. Please CHECK ALL of the ways you learn about The Ranch recreation programs and activities.



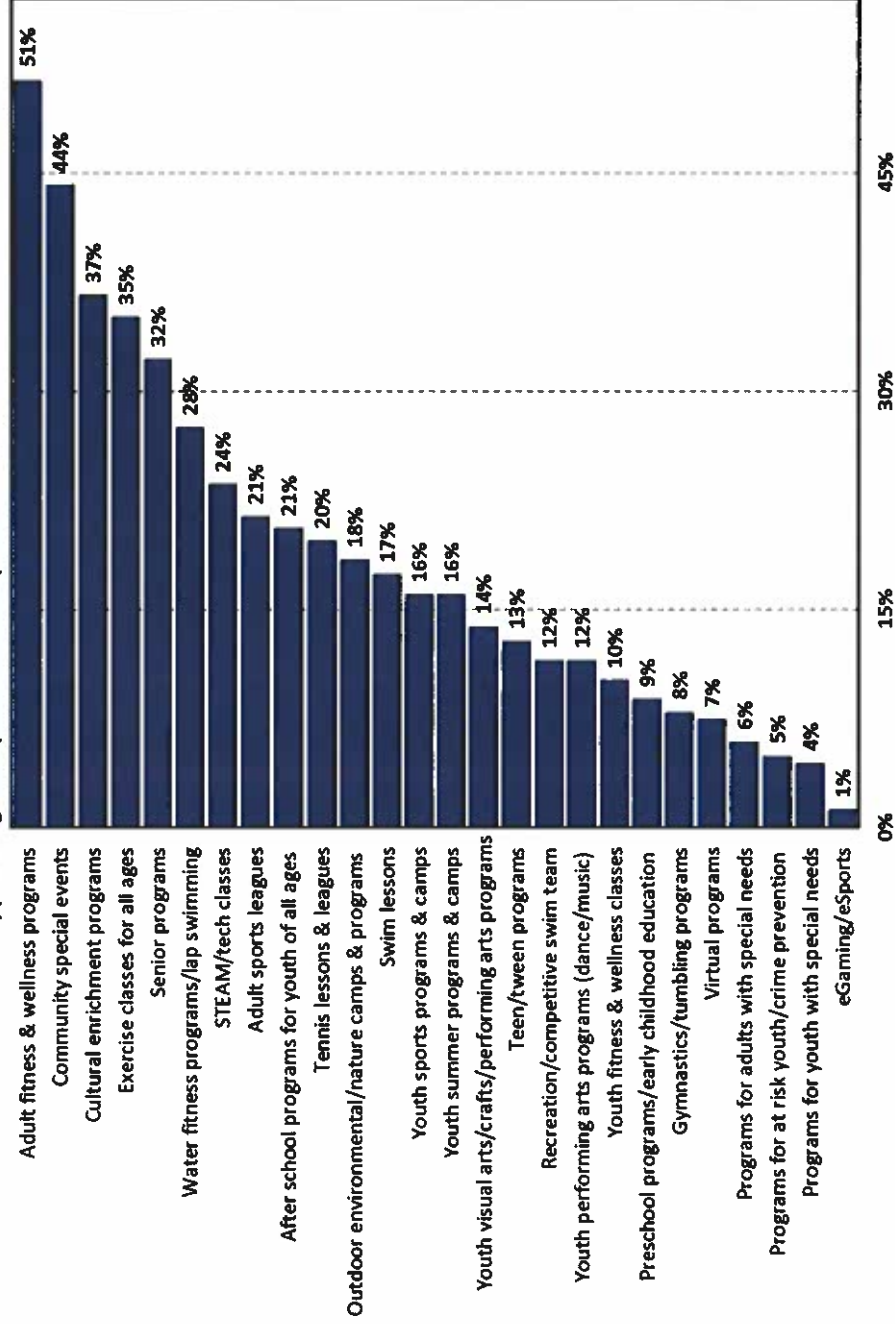
Q9. Which THREE methods of communication would you MOST PREFER the Town use to communicate with you about recreation programs/activities?

by percentage of respondents who selected the items as one of their top three choices

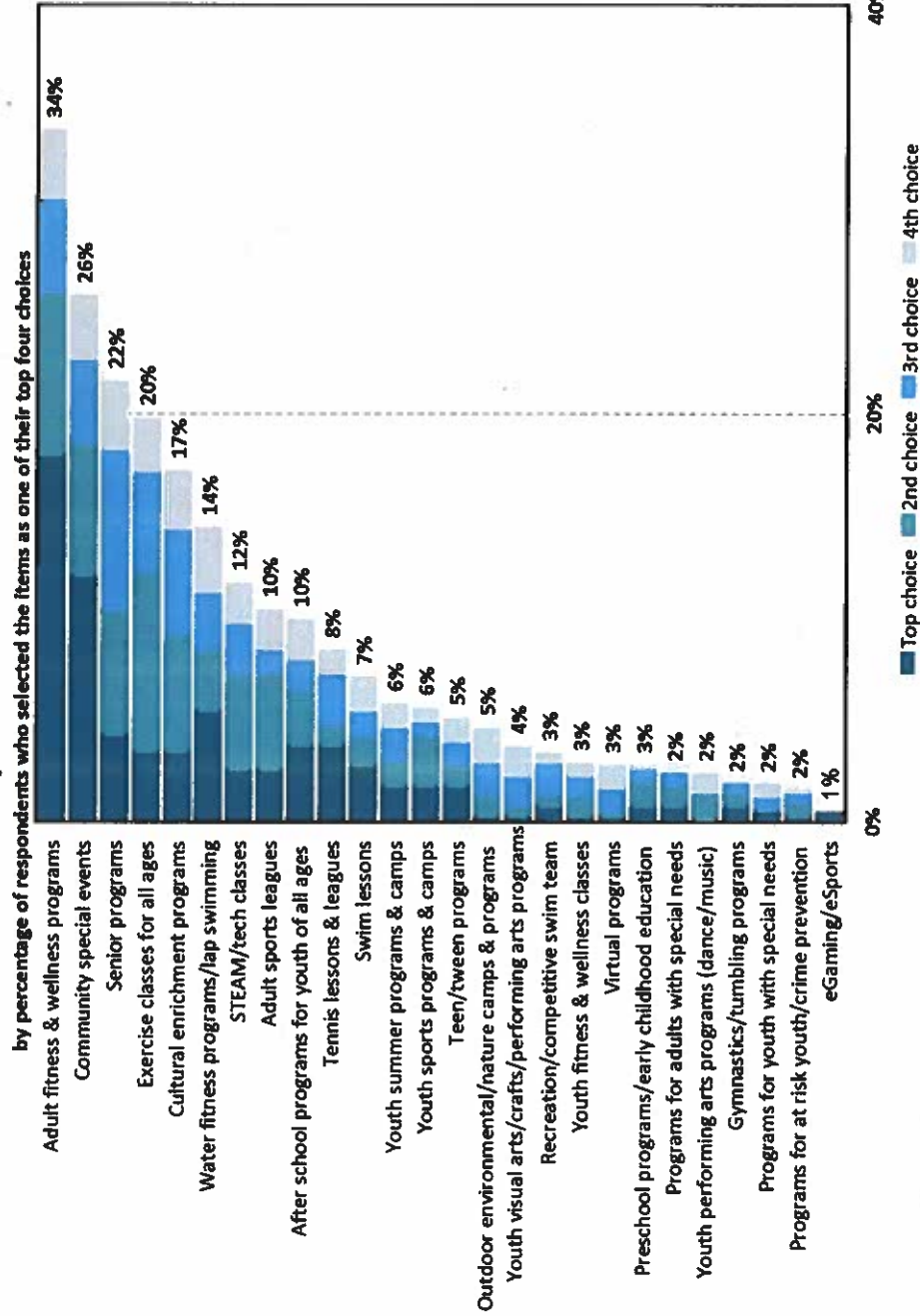


Q12. Please indicate if you/your household have a need for each of the programs/activities listed below.

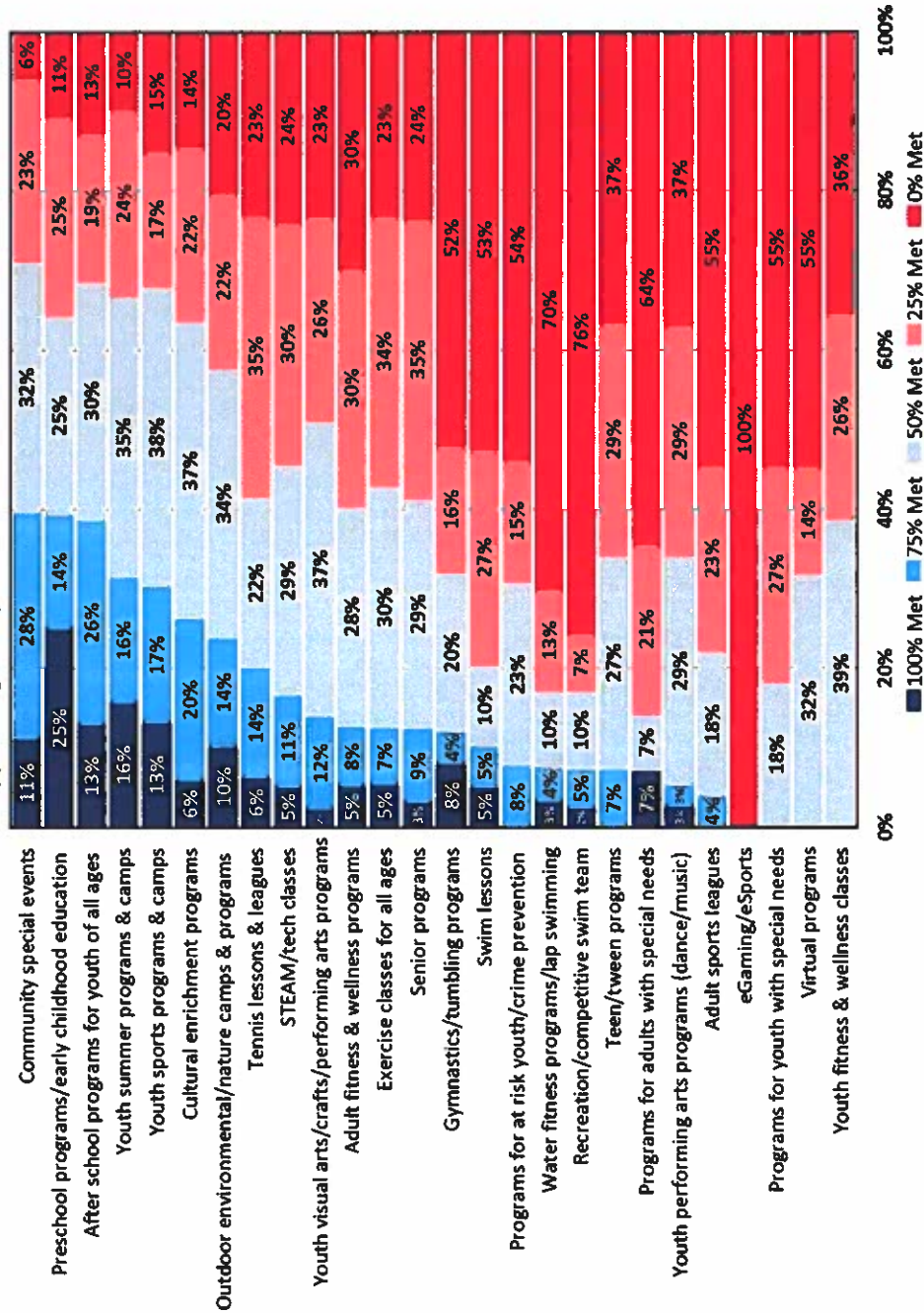
by percentage of respondents who responded with a need



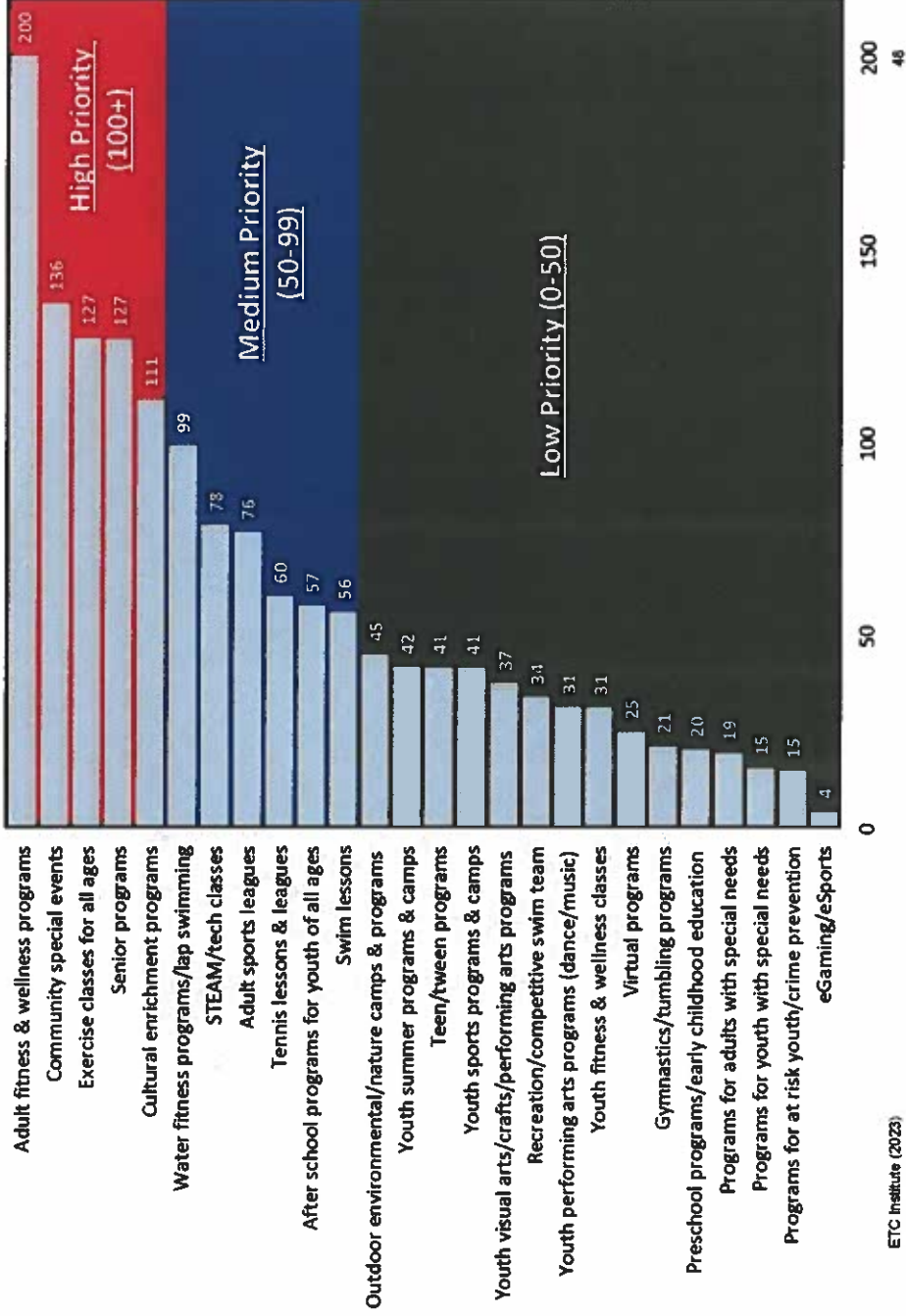
Q13. Which FOUR programs from the list in Question 12 are most important to your household?



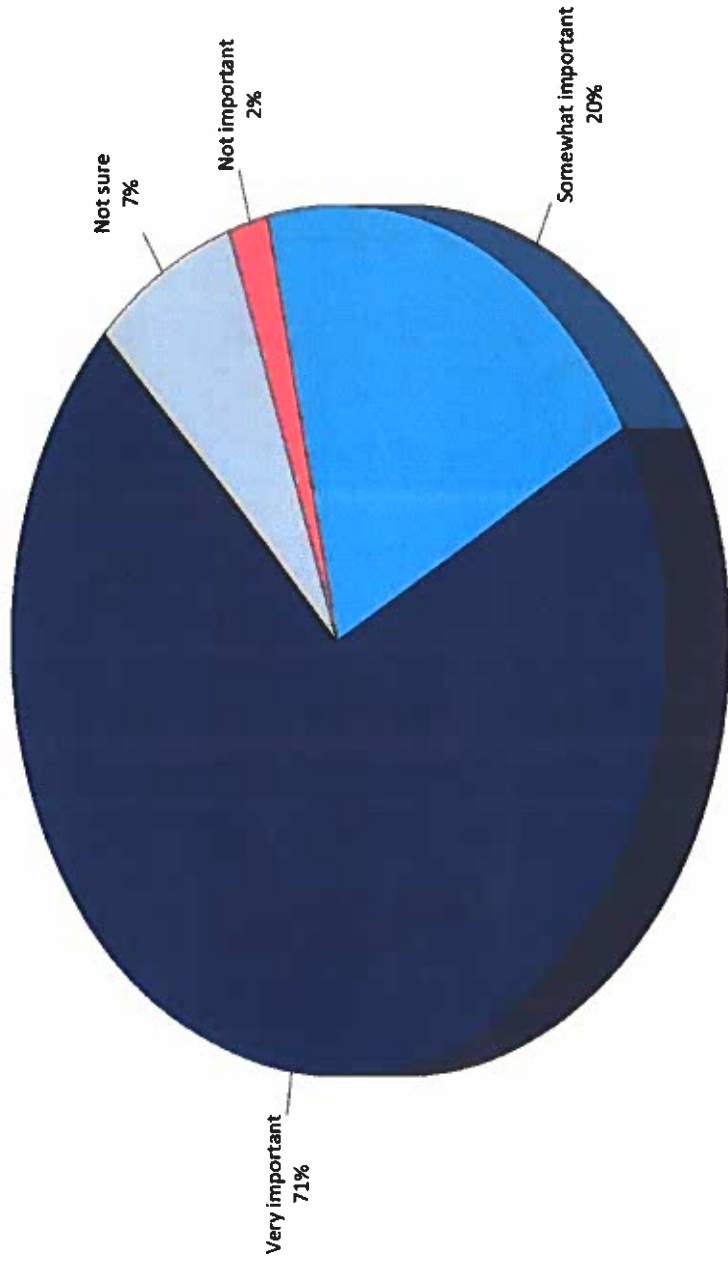
Q12. Please rate how well your needs for programs/activities are met. by percentage of respondents



Top Priorities for Investment for Programs/Activities Based on Priority Investment Rating

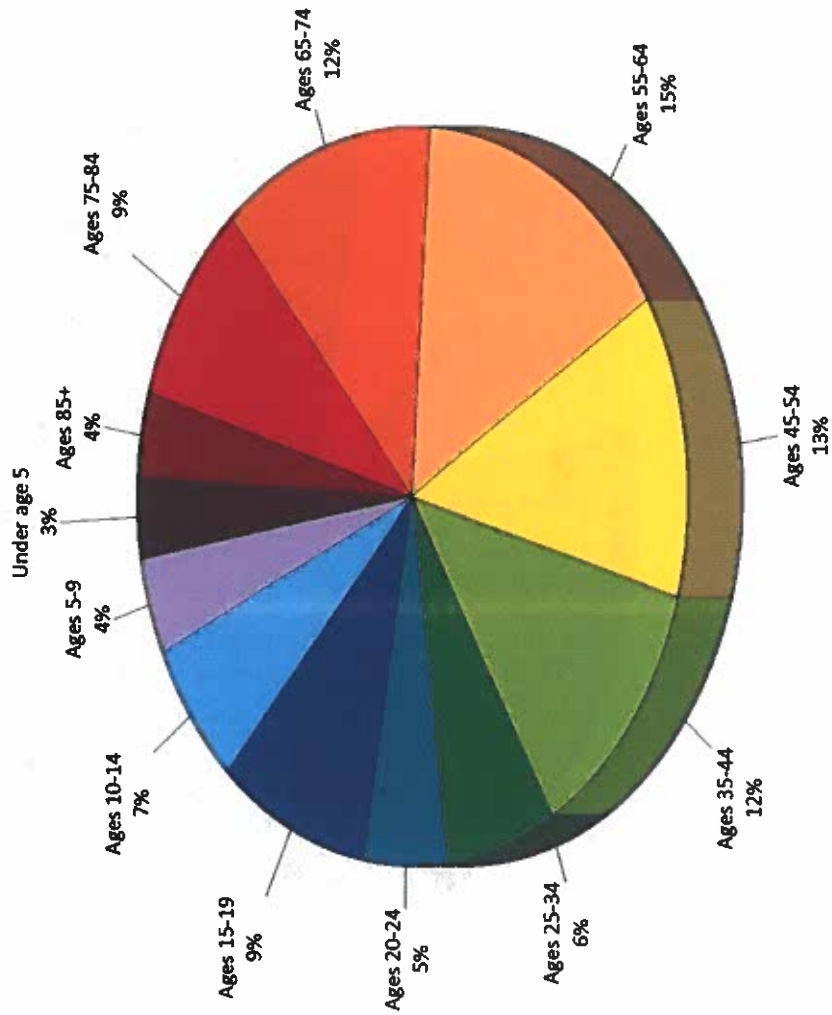


Q14. How important do you feel it is for the Town of Tiburon to provide high quality parks, recreation facilities and programs?
by percentage of respondents

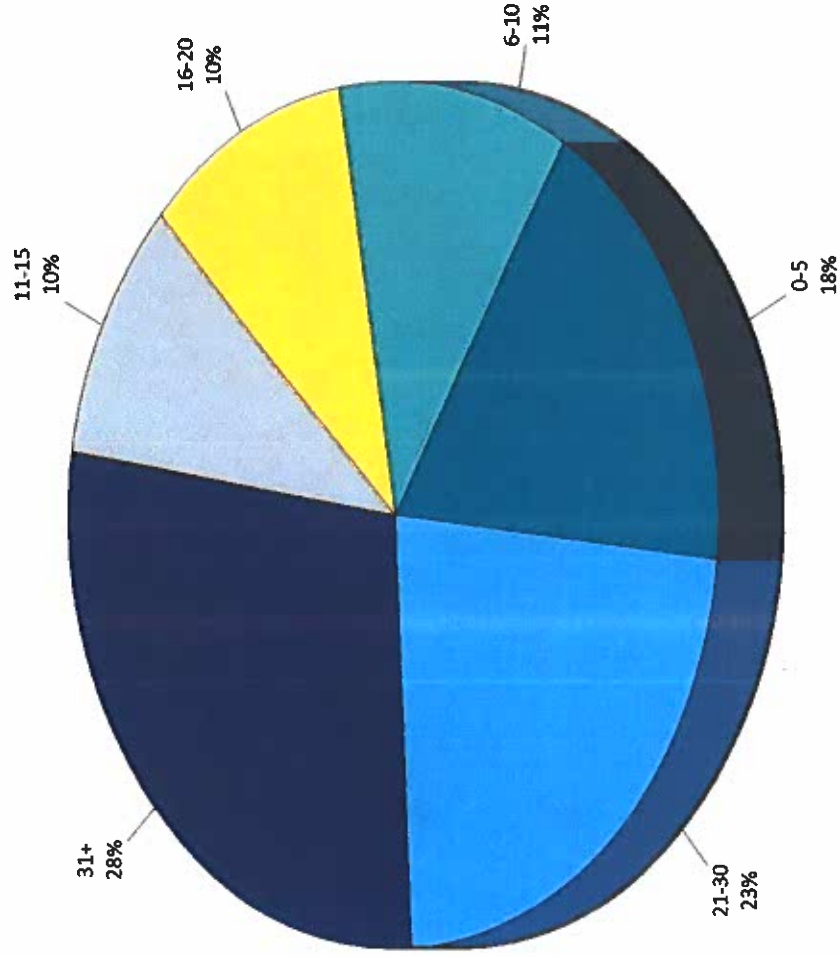


Q1. Including yourself, how many people in your household are in the following age groups?

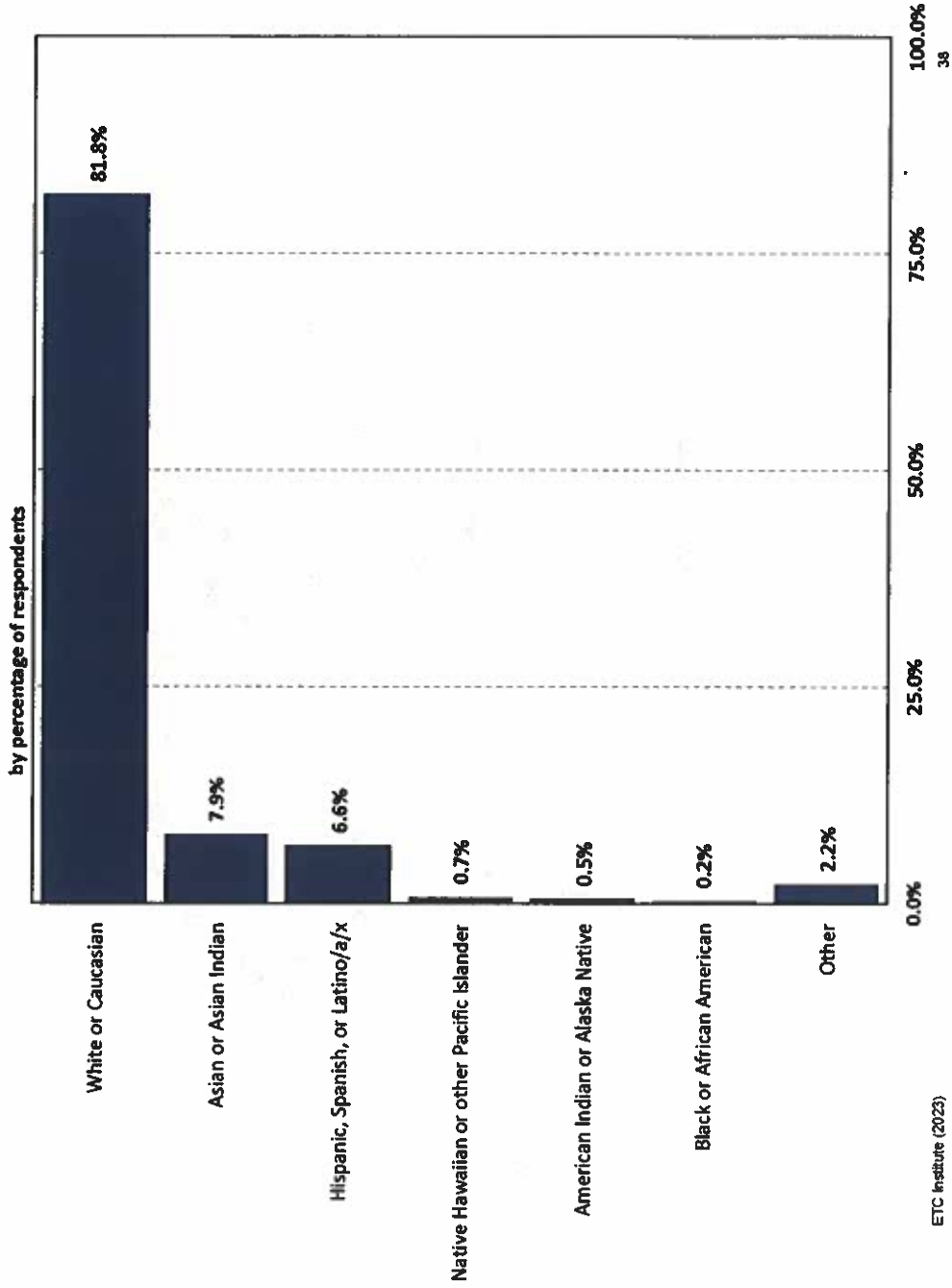
by percentage of persons in household



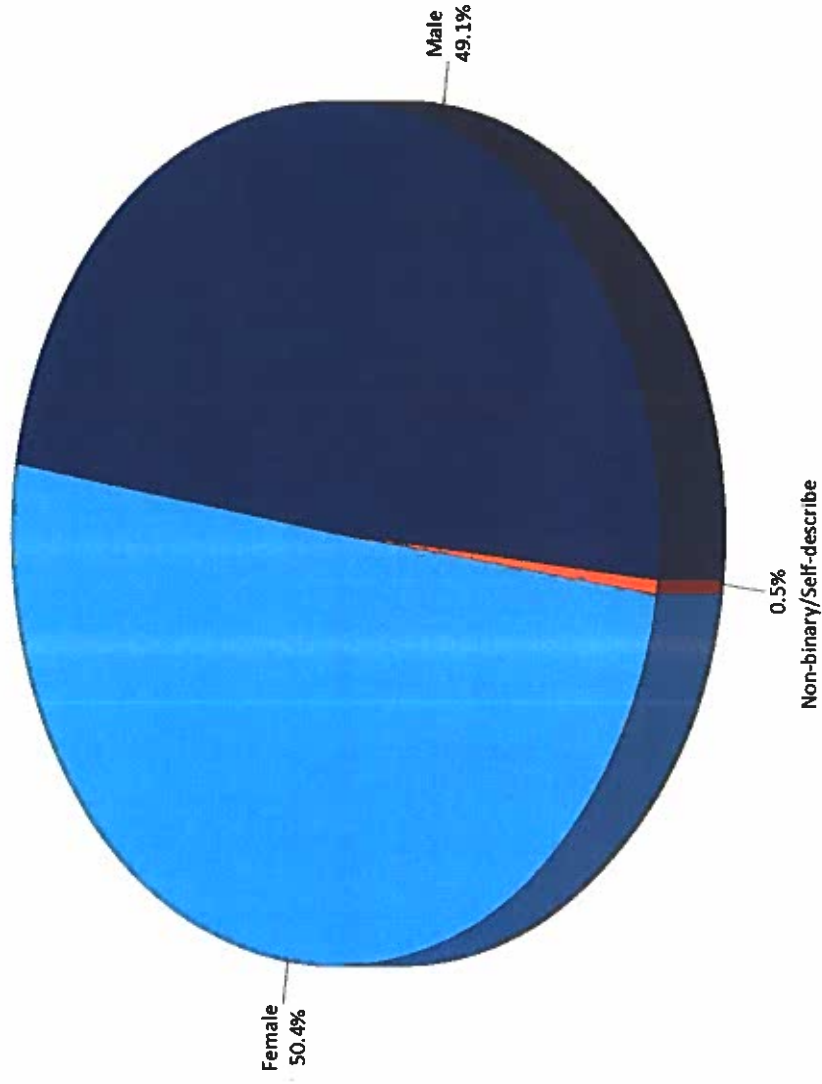
Q16. How many years have you lived in the Town of Tiburon? by percentage of respondents (excluding "not provided")



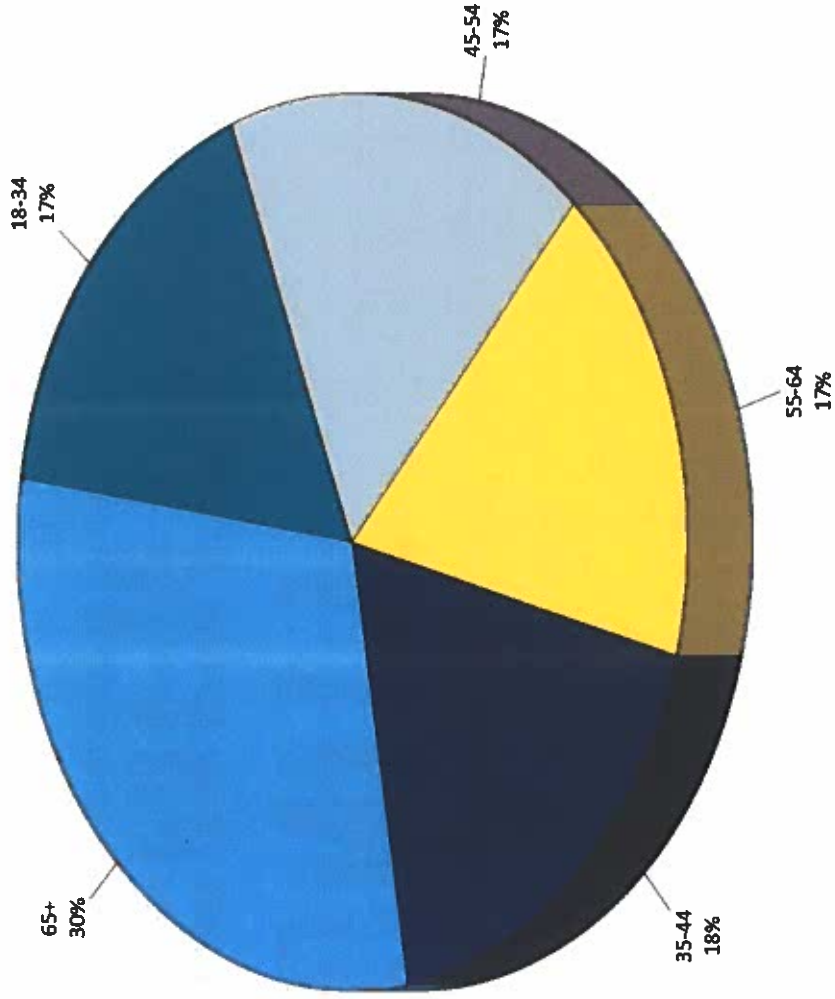
Q17. Which of the following best describes your race?



Q18. Your gender: by percentage of respondents (excluding "not provided")



Q19. What is your age?
by percentage of respondents (excluding "not provided")



06

**COMMUNITY
ENGAGEMENT**



ENGAGEMENT OVERVIEW

Pop-Ups

- Friday Night on Main - June 9, 2023
- Classic Car Show - June 17, 2023



Interviews with community leaders

June 20-21, 2023

- Heritage & Arts Commissioners
- Soccer club
- Skate park
- Green Team
- Public Works
- Library
- Safe Routes to School
- Chamber of Commerce
- The Ranch
- Reedlands HOA



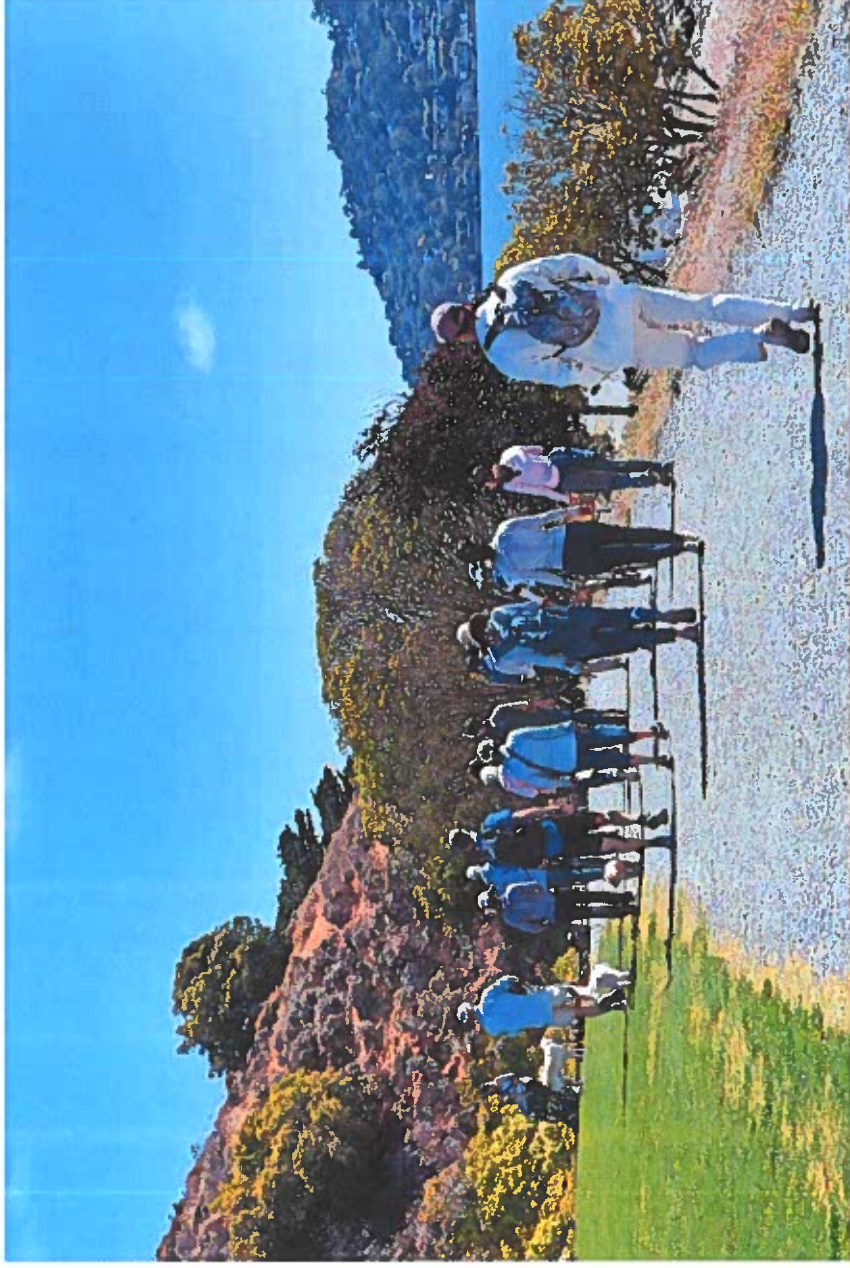
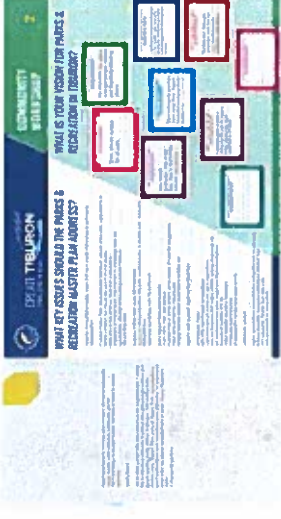
ENGAGEMENT OVERVIEW

Community Workshops

- In-person – Sept. 11, 2023
25-30 participants
- Virtual Workshop - Sept. 12, 2023
5-10 participants

Community Walking Tour

Richardson Bay Park – Sept. 24, 2023
15-20 participants



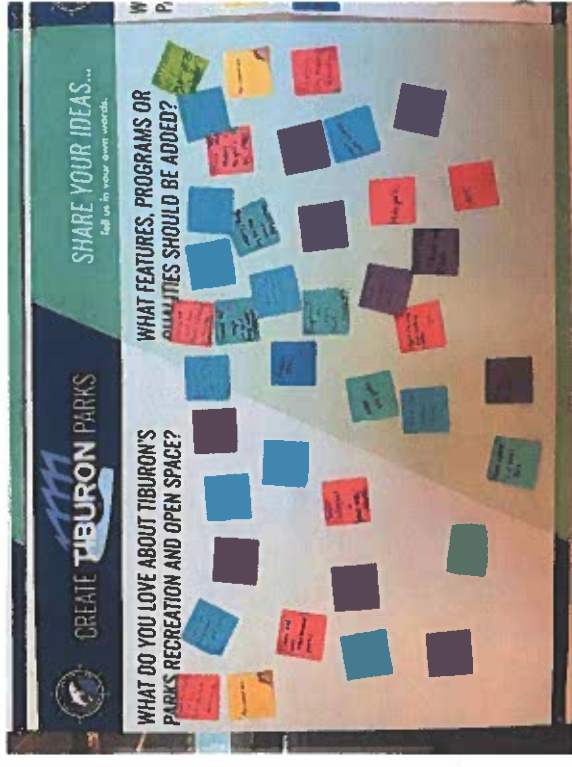
WHAT WE HEARD: POP-UPS

What do you love about Tiburon's parks, recreation, and open spaces?

- Clean and well-maintained
- Feel safe and comfortable
- Thoughtful design
- Green and beautiful natural features

What features, programs, or qualities should be added?

- More playgrounds
- Art
- More community events
- Features for older kids and teens
- Sports courts and fields
- Seats and benches to rest



WHAT WE HEARD : COMMUNITY MEETINGS

What **key issues** should the parks and recreation master plan address?

- High speeds on Old Rail Trail (bikes, e-bikes, e-scooters) make many users feel unsafe
- Teenagers and kids don't have a lot to do, or spaces that cater to them
- Community events are good but there are too few
- There aren't public spaces and amenities for seniors
- It's hard for families to use play areas because they are far from parking and bathrooms
- The signage and regulations at parks are not clear or known
- Need more playgrounds!

WHAT KEY ISSUES SHOULD THE PARKS & RECREATION MASTER PLAN ADDRESS?

↳ BIG at Sanitation Ponds site

Expand footprint by relocating path

+Pool — agreement with the Lake?

+ Pickleball facility — repurposed space? Lagoon, Dr. tennis cts?

Not enough parking — expand lot @ Blackie's

People recreate passively, in small groups

Not a lot of use at South of Knoll

Not a lot of mtn biking opportunities

What to do at Blackie's Pasture?

Enable volunteer efforts e.g. Green Team @ ^{old knoll} trail

Covered picnic area

Small boat ramp, Belvedere Cove

Sanitation Ponds reuse should have broad appeal

Kayak launch — ~~what about~~ OK as half-year use

How do you keep the beautiful quality of space and also add more?

WHAT WE HEARD :

COMMUNITY MEETINGS

What is your vision for parks and recreation in Tiburon

Paths that Tiburon?

- Safe, vibrant spaces for all to enjoy
- Feel safe for everyone
- Spaces that get people outside and meeting others
- A variety of activities for kids and teens
- Maintain the tranquil unique beauty
- Improve the parks that need attention by adding features
- Spaces and programs for all ages, especially seniors

WHAT KEY ISSUES SHOULD THE PARKS & RECREATION MASTER PLAN ADDRESS?

Need for more children's play areas that have shade and access to bathrooms

Cypress Hill Park: need for public restroom, removal of the park equipment in an area that is not used, and more shade. Need for more play equipment in an area that is not used. Need for a public restroom in an area that is not used. Need for a public restroom in an area that is not used.

Need for more play equipment in an area that is not used. Need for a public restroom in an area that is not used. Need for a public restroom in an area that is not used.

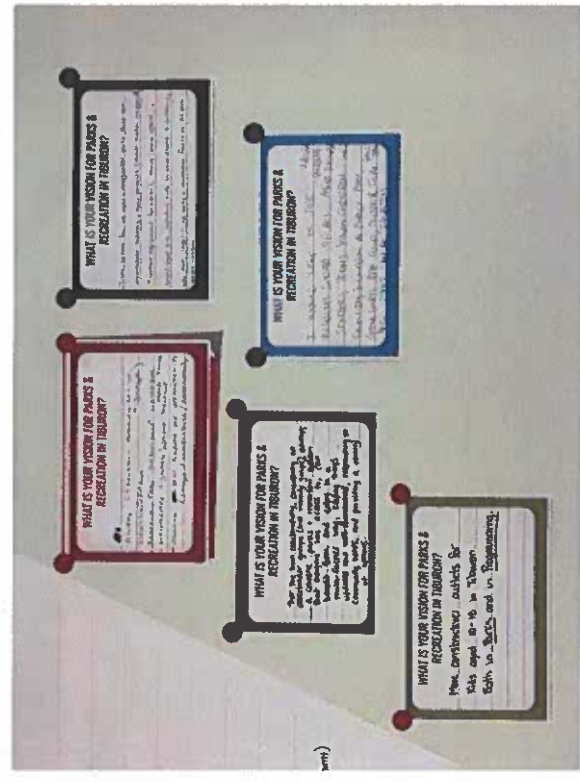
Need for a public restroom in an area that is not used. Need for a public restroom in an area that is not used. Need for a public restroom in an area that is not used.

WHAT IS YOUR VISION FOR PARKS & RECREATION IN TIBURON?

My vision for the park is to get more outdoor equipment in the park. I want to see more play equipment in the park. I want to see more play equipment in the park.

I want to see more play equipment in the park. I want to see more play equipment in the park. I want to see more play equipment in the park.

I want to see more play equipment in the park. I want to see more play equipment in the park. I want to see more play equipment in the park.



07



DISCUSSION



555 12th Street, Suite 1630
Oakland, CA 94607

Phone: (510) 238-1400

www.jarvisfay.com

Via Email

jhotchkiss@theranchtoday.org

June 20, 2023

Jessica Hotchkiss
Executive Director
Belvedere-Tiburon Joint Recreation Committee
600 Ned's Way
Tiburon, CA 94920

Re: Legal Services Agreement

Dear Hotchkiss,

Thank you for selecting Jarvis Fay LLP to provide legal services to the Belvedere-Tiburon Joint Recreation Committee ("The Ranch"). This letter sets forth our agreement concerning the legal services we will provide and our fee arrangements for our services. The effective date of this agreement shall be July 17, 2023.

1. Scope of Engagement. We will provide on-call legal services to The Ranch. On-call legal services means that our office will provide legal advice in response to a specific request from The Ranch's Board of Directors, General Manager, and/or designee. The advice could span the range of municipal law topics (see the Municipal Law Handbook as a reference), depending on the request. The scope of this engagement may be extended to other matters if confirmed in writing. A writing confirming an agreement to provide legal services to you on other specified matters shall bring such services within the scope of the terms set forth in this letter.

Note that on-call legal services differ from general counsel services, which are not being sought or provided at this time. General counsel services involve affirmative representation in which we proactively provide legal and risk management advice, review all agenda materials, attend Board meetings, review all contracts, etc. If you seek general counsel services, a new legal services agreement will be necessary.

2. Fees and Personnel. Alexandra Barnhill, Senior Partner, will provide on-call legal services, with assistance from other members of the firm as needed. For this work we will charge the following rates:

Senior Partners	\$360 per hour
Partners and Of Counsel	\$325 per hour
Senior Associates	\$285 per hour
Associates	\$250 per hour
Paralegals	\$125 per hour

These rates represent the maximum we will charge for our work, but we may charge lesser rates or “no charge” some time, as a matter of billing judgment. We bill for our time in 6-minute increments, with no minimum billable time. Our stated rates will be in effect until the end of FY 2024 (June 30). All of our hourly rates are subject to reasonable annual adjustments. We will provide you with notice of any such adjustments.

3. Disbursements and Expenses. In addition to hourly fees, we may incur out-of-pocket expenses from outside vendors related to your representation, which we will pass on to The Ranch. We will advance payment for routine expenses for individual items that cost less than \$1,000, but will refer items that cost more directly to The Ranch for payment. We do not bill for in-house copy or fax costs or other overhead.

4. Billing and Payment Responsibilities. We will send monthly statements that are due within 30 days of receipt. If you have any questions about an invoice, please feel free to call me at (510) 238-1407 or to email me at abarnhill@jarvisfay.com.

5. Termination of Services. The Ranch may terminate our services at any time by written notice. After receiving such notice, we will cease providing services. We will cooperate with you in the orderly transfer of all related files and records to The Ranch’s new counsel.

We may terminate our services at any time with The Ranch’s consent or for good cause. Good cause exists if (a) any statement is not paid within 60 days of its due date; (b) The Ranch fails to meet any other obligation under this agreement and continues in that failure for 15 days after we send written notice to The Ranch; (c) The Ranch has misrepresented or failed to disclose material facts to us, refused to cooperate with us, refused to follow our advice on a material matter, or otherwise made our representation unreasonably difficult; or (d) any other circumstance occurs or exists in which ethical rules of the legal profession mandate or permit termination, including situations where a conflict of interest arises. If we terminate our services, The Ranch agrees to execute a substitution of attorneys promptly and otherwise cooperate in effecting that termination. Termination of our services, whether by The Ranch or by us, will not relieve the obligation to pay for services rendered and costs incurred before our services formally ceased.

6. Original Documents and Property. Upon The Ranch’s request, after our representation has concluded or been terminated we will return to The Ranch any original documents and other property The Ranch provided to us in connection with our representation. Unless The Ranch requests any such items, or has made written arrangements with us to retain such items, we reserve the right to destroy or otherwise dispose of these items, without further notice to The Ranch at any time after ten years following the date of the final invoice sent to The Ranch with respect to this matter.

7. Insurance. During the term of this engagement, this law firm shall maintain general liability and property damage insurance in the amount of \$2,000,000; professional errors and

omissions insurance, in an amount of \$1,000,000 per occurrence; and \$3,000,000 aggregate, which insurance may not be canceled or reduced in required limits of liability unless at least ten days advance written notice be given to The Ranch.

8. Form 700. This agreement does not require or permit this law firm or any of its personnel to make a governmental decision for The Ranch, as specified in 2 Cal. Code of Regs. § 18700.3(a). Accordingly, no member of this law firm will be required to file a Form 700 in connection with the legal services provided under this agreement.

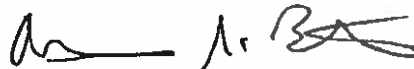
9. No Guarantee of Outcome. Any comments made by us about the potential outcome of this matter are expressions of opinion only and are not guarantees or promises about any outcome or results.

10. Entire Agreement; Full Understanding; Modifications in Writing. This letter contains our entire agreement about our representation. Any modifications or additions to this letter agreement must be made in writing.

To accept this letter of engagement, please sign it below and return a PDF copy of this page to our office via email. If you would also like a paper copy of this letter for your files we will be happy to mail that to you. We appreciate the opportunity to serve as lawyers for The Ranch.

Very truly yours,

JARVIS FAY LLP



Alexandra Barnhill

These terms are accepted and agreed to:

Jessica Hotchkiss
Executive Director
Belvedere-Tiburon Joint Recreation Committee



555 12th Street, Suite 1630
Oakland, CA 94607

Phone: (510) 238-1400

www.jarvisfay.com

Via Email

jhotchkiss@theranchtoday.org

June 20, 2023

Jessica Hotchkiss
Executive Director
Belvedere-Tiburon Joint Recreation Committee
600 Ned's Way
Tiburon, CA 94920

Re: Proposal for Legal Services

Dear Ms. Hotchkiss:

Thank you for the opportunity to submit a proposal to the Belvedere-Tiburon Joint Recreation Committee for legal services. We understand that you do not have any pending legal issues, but that you occasionally need legal advice. We will therefore provide you with a general overview of our expertise and our billing rates.

Our firm provides legal services to cities and special districts across California. We have extensive experience with the various laws governing public agencies. Our expertise includes:

- Advising Boards and staff on public law matters, including the Ralph M. Brown Act and parliamentary procedures.
- Providing advice and written opinions, reviewing and revising agendas and staff reports, attending Board meetings.
- Analyzing and providing opinions on legislation.
- Responding to Public Records Act requests.
- Reviewing conflict of interest issues under the Political Reform Act and Fair Political Practices Commission Regulations.
- Preparing legal documents, including ordinances, resolutions, contracts, and memoranda of understanding.
- Compliance with election laws.
- Advising on the adoption of revenue measures, including fees, taxes, and assessments.
- Property tax allocation.
- Land use and planning and zoning law.
- CEQA, including document review and processing.

- Construction law, such as public works contracts and related documents, government contracting and procurement, bidding and bid protests, and the Public Contract Code.
- Writs and appeals and related specialized litigation.
- Labor and employment matters.

I am attaching a summary of our practice areas (“About Jarvis Fay LLP”), a list of our attorney biographies, and a list of our past and present public entity clients.

We strive to provide cost-effective streamlined legal services by keeping our work assignments lean (not assigning multiple attorneys to the same issue), while drawing on the broad experience of our attorneys in local government law to efficiently address legal issues. The goal is always to provide the level of support our client wants, quickly and efficiently.

We would charge the following rates:

Senior Partners	\$360 per hour
Partners and Of Counsel	\$325 per hour
Senior Associates	\$285 per hour
Associates	\$250 per hour
Paralegals	\$125 per hour

These are the reduced rates that we charge our municipal and special district clients. We do not add additional charges for administration, overhead, or other regular office costs (such as online research and communication charges). However, we do pass on third-party costs, such as court filing fees, messenger charges, outside copy costs, and travel costs. Travel time to board meetings would be charged at half rate.

Our office is located in downtown Oakland. Many of our attorneys work remotely and are comfortable on Zoom and other platforms.

Please do not hesitate to contact us if you have any questions or would like additional information about our firm or this proposal.

Very truly yours,

JARVIS FAY LLP



Alexandra Barnhill



555 12th Street, Suite 1630
Oakland, CA 94607

Phone: (510) 238-1400

www.jarvisfay.com

ABOUT JARVIS FAY LLP

Jarvis Fay provides cost-effective legal counseling and litigation services to cities and other public agencies in most areas of local government law, including:

Local Government Law

The firm's attorneys provide general counsel services to various cities in Northern California. Our attorneys have served as City Attorney, Assistant City Attorney and Deputy City Attorney, as both in-house counsel and on a contract basis. The firm also advises and represents cities and other public agency clients on other matters involving local government law, including the Brown Act, the Public Records Act, and Elections law (including initiatives and referenda and challenges to ballot measures and ballot materials).

Land Use and Environmental Law

The firm's land use and environmental law practice, which includes both transactional and litigation services, extends to all aspects of the land use and development approval process in California, including matters arising under the California Environmental Quality Act (CEQA), the California Planning and Zoning Laws, the Subdivision Map Act, the Mitigation Fee Act, the Permit Streamlining Act, the Development Agreement laws, the California Coastal Act, the Urban Water Management and Planning Laws (SB 221 and SB 610), and the federal Religious Land Use and Institutionalized Persons Act (RLUIPA).

Local Revenues: Taxes, Fees and Assessments

The firm's lawyers have extensive experience litigating and advising clients on local taxes, fees, and assessments, including compliance with Propositions 13, 26, 62, and 218, property tax allocations, business license taxes, transient occupancy taxes, utility user taxes, parcel taxes, development impact fees, user fees, regulatory fees, and special assessments.

Public Contracts and Construction Law

The firm's transactional practice includes comprehensive public contract counseling, including bidding, RFQs, RFPs, drafting, negotiation, and document review. The firm also provides a full range of public construction law expertise, including pre-qualification and bid documents, bid protests, subcontractor issues, construction claims and close out issues, litigation and dispute resolution. Our client service includes providing lawyer-drafted bid documents tailored for local agency public works projects.

Writs of Mandate and Appeals

Our team has extensive experience prosecuting and defending writ petitions in both the trial and appellate courts, as well as in handling traditional appeals, and has litigated or filed amicus briefs in many appellate cases resulting in important published decisions. Rick Jarvis is a Certified Specialist in Appellate Law, as certified by The State Bar of California Board of Legal Specialization.

**JARVIS FAY LLP
ATTORNEY BIOGRAPHIES**

Rick Jarvis is one of California's leading land use and public law litigators. With over two decades of litigation experience, Rick has handled over 100 cases in California and federal courts, primarily defending cities and other public agencies against claims brought under the California Environmental Quality Act (CEQA), the Planning and Zoning Law, the Mitigation Fee Act, the Subdivision Map Act, and other land use and municipal laws, as well as regulatory takings and landowner civil rights claims. Rick also advises his clients on land use issues during the planning and public hearing process, reviewing and "bullet-proofing" CEQA documentation and working with city attorneys and planning staff in order to minimize litigation risks in the first place. Rick has extensive experience handling writs (at both the trial and appellate levels) and appeals, and is a Certified Specialist in Appellate Law by the State Bar of California Board of Legal Specialization. Given his expertise in both appellate and public agency law, the Judicial Council of California often retains Rick to represent various superior courts in appellate writ matters. Rick received his law degree from Berkeley Law (Boalt Hall) in 1991 and then served for one year as a law clerk to former Federal Magistrate Judge Wayne D. Brazil in the Northern District of California. For nearly every year since 2006, Rick has been selected by Law & Politics for inclusion in its annual list of "Super Lawyers" in Northern California, which seeks to list the top 5% of lawyers in Northern California through a process of independent evaluation and peer review.

Ben Fay specializes in local government revenues and complex municipal litigation. He has represented local governments throughout California defending local taxes, fees, and assessments, and he regularly advises cities and special districts on the application of Propositions 13, 26, 62, and 218 to taxes, fees, and assessments. He has also developed a special expertise in property tax allocation. Ben has prepared numerous amicus curiae briefs for the League of California Cities in cases concerning local government revenues, and he served on the League's Proposition 26 Implementation Guide Committee. He is a regular reviewer of the Finance and Economic Development chapter of the California Municipal Law Handbook, and he has spoken to classes at UC Law San Francisco (formerly "Hastings College of the Law") and the UC Davis School of Law on local government revenues. Ben graduated from UC Law San Francisco in 1995. Prior to forming the firm, Ben was a principal with the Meyers Nave law firm where he handled constitutional, land use, and tax litigation. Each year since 2008, Ben has been selected by Law & Politics for inclusion in its annual list of "Super Lawyers" in Northern California, which seeks to list the top five percent of lawyers in Northern California through a process of independent evaluation and peer review.

Michael F. Rodriguez has been a municipal lawyer since 1988, and City Attorney and redevelopment agency counsel for the City of Gonzales and the City of Soledad for almost 20 years. He has also served as counsel for the West Contra Costa Transportation Advisory Committee and as district counsel for the Moss Landing Harbor District. He has twice served as interim City Attorney for the City of Salinas. Mike's general municipal practice includes

specialization in the areas of labor and employment law and land use. He has successfully represented several California cities in disciplinary appeals at the administrative level and in court actions. Mike is also a frequent presenter on Brown Act and ethics issues. He previously served on the Legal Advocacy Committee for the League of California Cities (LOCC) and on the editorial board for the LOCC's California Municipal Law Handbook. Mike has taught legal writing at U.C. Berkeley's Boalt Hall School of Law. Mike graduated from Berkeley Law (Boalt Hall) in 1986.

Alexandra Barnhill acts as an advisor to cities, special districts and joint powers agencies across California on a broad range of municipal, environmental, land use and public revenue matters. She holds a Certificate of Specialization in Environmental Law. Using that background, she assists her clients in navigating through the complex framework of laws regulating land use, planning and environmental review (CEQA). Local government clients also regularly engage Alexandra to assist with the generation of municipal revenue in a manner that is consistent with applicable regulations including the Mitigation Fee Act and Propositions 13, 218, and 26. Alexandra's expertise also extends to more traditional public law issues, such as the Public Records Act and the Ralph M. Brown Act. She is considered an expert on conflicts of interest and related laws, such as the Political Reform Act. She regularly advises and lectures on achieving compliance with governmental ethics laws. Alexandra serves as the General Counsel for the Livermore-Amador Valley Water Management Agency and the San Mateo County Mosquito and Vector Control District. She is the past Assistant City Attorney for the City of Rohnert Park and the City of Carpinteria. Alexandra graduated from Berkeley Law (Boalt Hall) in 2005.

Christine Crowl is a Partner with the firm. Prior to joining Jarvis Fay, Christie spent several years practicing land use law with the law firm of Gagen McCoy, where she developed extensive experience with entitlement, permitting, and environmental review processes. She also has significant experience with CEQA, filing writs of mandate, and making administrative hearing appearances. She has also worked for the City Attorney's Office for the City of San Pablo, and continues to serve as general counsel to its Planning Commission, advising on land use, zoning, subdivisions, Brown Act and other public law issues. She earned her Bachelor of Arts degree in English with a minor in Spanish from UCLA in 2007, and graduated from the University of San Francisco School of Law in 2010, where she was the recipient of the Daniel J. Curtin Memorial Scholarship, which is reserved for a student who shows dedication to the practice of land use and municipal law.

Gabriel McWhirter represents cities and other public agencies in litigation related to local taxes, fees, assessments, and utility rates, including lawsuits brought under Propositions 13, 26, 62, and 218. His practice also extends to other aspects of local government law, including land use, Public Records Act, Brown Act, constitutional, and administrative law disputes. He has significant experience with class action tax and fee refund cases, an area of growing exposure for public agencies. He regularly assists cities in the prosecution of tax enforcement actions, and he has successfully defended public agencies in a variety of lawsuits, including utility users tax and

utility rate refund cases; a First Amendment challenge to local regulation of a nightclub; a bid protest to a public contract funded by state water bonds; and a CEQA and due process challenge to a local water improvement project. Gabriel received his J.D. from UC College of the Law, San Francisco (formerly Hastings College of the Law). Prior to joining Jarvis Fay, he worked as a law clerk in the Complex Litigation Department of the San Francisco Superior Court for two years. He was recognized by “Super Lawyers” as a Rising Star in Northern California in 2018, 2019, 2020, and 2021 and included in the Northern California “Super Lawyers” list for 2022. He has drafted several amicus briefs on behalf of the League of California Cities, serves as a member of Cal Cities’ Municipal Finance Committee, and is a contributor to the Finance and Economic Development chapter of the Municipal Law Handbook and Cal Cities’ Proposition 26 and 218 Implementation Guide.

Edward (Ed) Low is a seasoned litigator, focusing his practice on real property litigation, class action defense, condemnation/ eminent domain, and complex business disputes. Ed has represented public entities in connection with the transfer of property for a variety of public projects, including storm drain and bio-retention basin improvements, retail electric distribution, solar power generation facilities, highway and road realignment, the California High Speed Rail Project, and local light rail systems. He has also litigated matters pertaining to revenue and taxation, historic preservation, redevelopment, quiet title, and issues arising under the Cortese-Knox-Hertzberg (“LAFCo”) Act. Before joining the firm, Ed was an associate in the San Francisco and Oakland offices of Dentons US LLP (f/k/a Sonnenschein, Nath & Rosenthal, LLP) and practiced in the commercial litigation group. Ed earned his B.A. in English Literature from the University of California, Berkeley and his J.D. from the Benjamin N. Cardozo School of Law, Yeshiva University, New York City.

J. Patrick Tang is Of Counsel to the firm. Patrick has served as the City Attorney for the City of Hercules since 2011. Patrick was a Deputy City Attorney for the City of Oakland for nineteen years, where he acquired extensive experience in a wide range of municipal law issues, including cable and waste franchising, telecommunications licensing and regulation, utilities undergrounding, nuisance abatement, code enforcement, public records and open meeting laws, planning and land use, environmental law, and elections law. He served as General Counsel to Oakland’s Public Works Agency and counsel to the City’s Public Ethics Commission. He prosecuted drug nuisance abatement cases, and developed strict code requirements adopted across the state that closed down poorly regulated gun dealers. He has also served as an administrative hearing officer for the City of San Rafael. Patrick graduated from the U.C. Hastings School of Law in 1990, and graduated Phi Beta Kappa from the University of Tennessee in Knoxville, Tennessee in 1982.

Margaret Kotzebue has over 20 years of experience in the public sector, having served as Senior Assistant City Attorney for the cities of Walnut Creek and Concord. Margaret has extensive experience providing advice on day-to-day issues facing municipalities in areas such as zoning, housing, building, public works, risk management and insurance, tort litigation, and employment issues. She is also experienced in advising planning and engineering staff on current

development and planning applications, and has extensive experience in staffing Planning Commission and City Council meetings. She is also well-versed in the Brown Act and the Public Records Act. Margaret also has her own workplace investigator practice and holds a certificate (AWI-CH) from the Association of Workplace Investigators (AWI). Margaret graduated from UC Davis with a degree in English, and obtained her JD from UC Hastings College of Law.

Christina Lawrence is an Associate with the firm. She advises cities, special districts, community college districts, and other public agencies throughout California on public contracts and procurements. She assists agency staff to prepare, award and manage contracts in compliance with the law and following best practices to avoid costly disputes. Christina's practice also extends to other aspects of local government law, including local revenue and finance matters and litigation. Christina received her law degree from the University of San Francisco School of Law in 2016, where she participated in the USF Law Review. During law school, she also served as an Energy and Telecommunications Intern at the San Francisco City Attorney's Office and a Judicial Extern at the California Public Utilities Commission.

Tatyana Leskowitz, Associate, joined the firm in October 2022. She received her J.D. from UC Davis School of Law in May 2022, where she earned multiple awards for academic achievement and became a member of the honor society Order of the Coif. Before embarking on her legal career, Tatyana received a B.S. degree in Computer Engineering from Pennsylvania State University and spent over a decade working as a software engineer in the aerospace industry.

Chris Wilson is an Associate with the firm. He received his J.D. from UC Berkeley School of Law in May 2022, where he graduated with the Environmental Law Certificate and the Energy & Clean Technology Certificate. At Berkeley, he participated in the McBaine Honors Moot Court Competition and as a member of Ecology Law Quarterly, the school's environmental law journal. Chris was an intern at the California Public Utilities Commission, the California Coastal Commission, and a legal fellow at Communities for a Better Environment. Prior to law school, Chris received his B.S. degree in managerial economics from UC Davis, graduating with highest honors.

**JARVIS FAY LLP
CLIENT LIST**

Former and Current Public Clients of the Firm include:

City of Adelanto	East Contra Costa Fire Protection District
City of Alameda	East Contra Costa Irrigation District
Alameda County	City of East Palo Alto
Alameda County Mosquito Abatement District	City of Emeryville
Alameda County Superior Court	City of Eureka
City of Albany	Fort Ord Reuse Authority
Alderpoint County Water District	City of Fortuna
Ambrose Recreation & Park District	City of Foster City
California State Association of Counties	Fox Canyon Groundwater Mgmt. Agency
City of Anaheim	City of Fremont
City of Antioch	City of Galt
Arcata Fire Protection District	City of Glendale
Town of Atherton	City of Gonzales
City of Benicia	Greenstone County Community Services District
City of Belmont	City of Half Moon Bay
City of Beverly Hills	City of Hayward
Blue Lake Fire Protection District	City of Hercules
Border Coast Regional Airport Authority	Humboldt County Superior Court
City of Brentwood	City of Inglewood
City of Brisbane	County of Inyo
City of Burbank	City of Irvine
City of Burlingame	The Judicial Council of California
California Cooperative Liquid Assets Securities System	Kensington Police Protection & Community Services District
California State Association of Counties	Klamath-Trinity Joint Unified School District
City of Carlsbad	Knightsen Town Community Services District
Centerville Community Services District	Konocti Unified School District
Central Contra Costa Sanitary District	City of Lafayette
City of Clayton	City of Larkspur
Clean Power Alliance	Lassen County
Town of Colma	League of California Cities
City of Concord	City of Lincoln
Contra Costa County Superior Court	City of Livermore
Copperopolis Fire Protection District	Livermore-Amador Valley Transportation Auth.
Cotati-Rohnert Park Unified School District	Livermore-Amador Valley Water Mgmt. Agency
Crescent City Harbor District	City of Long Beach
City of Cupertino	City of Los Altos
Town of Danville	Town of Los Gatos
Diablo Community Services District	Marin County Office of Education
City of Dublin	Marin County Superior Court
East Bay Community Energy	

Marin Municipal Water District
City of Martinez
Mendocino County Superior Court
City of Menlo Park
Metropolitan Transportation Commission
Middletown Unified School District
Midpeninsula Regional Open Space District
City of Millbrae
City of Milpitas
City of Modesto
Monterey Peninsula Regional Park District
Town of Moraga
Moraga-Orinda Fire Protection District
City of Morgan Hill
Mountains Recreation & Conservation Authority
Moss Landing Harbor District
Mt. View Sanitary District
City of Napa
Napa County Superior Court
City of National City
County of Nevada
Nevada County LAFCo
City of Newark
Northern Sonoma County Fire Protection
District
City of Novato
Oak Grove Union School District
City of Oakland
Port of Oakland
City of Oakley
Old Adobe Union School District
City of Orinda
City of Pacifica
Pajaro Dunes Geologic Hazard Abatement
District
Pajaro-Sunny Mesa Community Svcs. District
City of Palo Alto
City of Pasadena
City of Petaluma
Petaluma City Schools
City of Pinole
City of Pittsburg
Pittsburg Power Company
City of Pleasant Hill
Pleasant Hill Recreation & Park District
City of Pleasanton
Placer County LAFCo
Town of Portola Valley
Reclamation District 784
City of Redding
City of Redwood City
Rincon Valley Unified School District
County of Riverside
City of Rocklin
Rodeo-Hercules Fire Protection District
Roseland School District
Ross Valley Paramedic Authority
Russian River Property Owners Association
City of Sacramento
City of San Bruno
City of San Carlos
City of San Diego
San Francisco Superior Court
San Joaquin Delta Community College District
City of San Diego
City of San Jose
City of San Leandro
City of San Luis Obispo
City of San Mateo
San Mateo County Mosquito and Vector Control
District
San Mateo-Foster City Joint Powers Financing
Authority
San Mateo Union High School District
City of San Pablo
City of San Rafael
City of San Ramon
San Ramon Valley Fire Protection District
City of Sanger
City of Santa Ana
City of Santa Barbara
City of Santa Clara
Santa Clara Valley Water District
City of Santa Cruz
Santa Cruz County Superior Court
City of Santa Maria
City of Santa Monica
City of Santa Rosa
Santa Rosa City Schools
City of Sausalito
City of Scotts Valley
Shasta Lake Fire Protection District
Sierra County Superior Court
Siskiyou County Superior Court

About Jarvis Fay LLP

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Solano County Superior Court
City of Soledad
City of Sonoma
Sonoma Clean Power
Sonoma County Junior College District
Sonoma County Superior Court
City of South San Francisco
South San Joaquin Irrigation District
City of St. Helena
Stanislaus County Superior Court
City of Stockton
City of Susanville
City of Tehachapi
Tehama County Mosquito and Vector Control
District
City of Tracy
City of Turlock
University of California
UC Hastings College of the Law
City of Ukiah
Ukiah Valley Sanitation District
City of Union City
City of Walnut Creek
City of Watsonville
West Contra Costa Transit Authority
City of West Covina
West Valley Clean Water Program Authority
Town of Windsor
Town of Woodside
County of Inyo
County of Yuba

THE RANCH - BELVEDERE-TIBURON JOINT RECREATION COMMITTEE
Approved Budget for FY 23-24 - March 1, 2023 - February 29, 2024
Sep-23

	21-22 Year	22-23 Year	Approved Budget 23-24	Sep-23	Predicted Year End
PROGRAM SUMMARY					
Academy Revenues	609,226	907,751	828,000	577,730	908,437
Academy Expenses	384,497	602,673	526,000	232,510	603,354
Net Academy Program	224,729	305,078	302,000	345,220	305,083
Adult Revenues	165,548	219,603	111,000	133,312	152,498
Adult Expenses	108,114	140,281	74,450	75,120	105,617
Net Adult Program	57,434	79,322	36,550	58,192	46,881
Camps Revenues	487,533	632,965	605,100	671,022	670,799
Camps Expenses	247,369	353,155	359,000	403,890	398,122
Net Camps Program	240,164	279,810	246,100	267,132	272,677
Other Program Revenues	382,311	431,842	411,500	286,026	391,225
Other Program Expenses	252,942	278,813	271,950	184,829	270,711
Net Other Program	129,369	153,029	139,550	101,197	120,514
Interest Income	244	4,554	-	-	-
Net non Program	244	4,554	-	-	-
Facility Rental Income	3,823	4,490	5,000	4,931	7,000
Facility Rental Expense	105	18	800	-	200
Total Facility Rental	3,718	4,472	4,200	4,931	6,800
Subtotal Program Revenue	1,648,441	2,201,205	1,960,600	1,673,021	2,129,959
Subtotal Program Expense	993,027	1,374,940	1,232,200	896,349	1,378,004
Program Net	655,414	826,265	728,400	776,672	751,955

REVENUE

Fees Revenue	67,022	69,960	60,000	36,636	68,000
Community Contributions Revenue	68,600	-	-	-	-

EXPENSES

Administrative Expenses	(632,141)	(723,551)	(677,487)	(403,848)	(711,462)
Branding/Grand Opening/New Bldg Exp	-	-	-	-	-
Dairy Knoll Expenses	(33,669)	(40,546)	(49,000)	(28,063)	(51,300)
Check adjustments (2019)					
Strategic planning expenses (2019)					
tennis court resurface (2019)					

Net Gain/Loss	125,226	132,128	61,913	381,396	57,193
<i>Year End Reserves from Audit</i>	274,581	406,234			
	21-22 Year	22-23 Year	Approved Budget	Sep-23	Predicted Year
	End Financials	End financials	23-24		End
			23-24		23-24
ACADEMY					
Spring 2023(AC3)					
Academy Revenues	95,406	160,026	223,000	250,080	250,437
Academy Expenses and Contractor Payo	34,425	72,603	92,000	138,800	138,800
Academy Payroll	32,010	41,554	48,000	49,654	49,654
Net Academy III	28,971	45,869	83,000	61,626	61,983
Fall 1 & 2 2023(AC1)					
Academy Revenues	226,698	337,111	296,000	284,925	320,000
Academy Expenses and Contractor Payo	100,860	146,756	125,000	8,366	121,500
Academy Payroll	44,673	76,413	75,000	17,116	58,000
Net Academy I	81,165	113,942	96,000	259,443	140,500
Winter 2024 (AC2)					
Academy Revenues	165,346	313,693	220,000	(3,327)	260,000
Academy Expenses and Contractor Payo	72,852	165,073	90,000	-	138,000
Academy Payroll	31,834	46,604	50,000	-	50,000
Net Academy II	60,660	102,016	80,000	(3,327)	72,000
Ballet Program Revenue	23,359	25,612	28,000	23,810	28,000
Ballet Program Expenses and Payroll	8,124	12,171	10,000	4,833	12,500
Net Ballet Program	15,235	13,441	18,000	18,977	15,500
Toddler Revenue	5,629	7,049	3,000	2,361	6,000
Toddler Expenses and Payroll	3,631	2,543	1,000	1,238	3,900
Net Toddler Program	1,998	4,506	2,000	1,123	2,100
Teen Revenue	9,868	11,884	8,000	3,421	8,000
Teen Expense	8,114	5,360	5,000	2,184	6,000
Net Teen Zone Program	1,754	6,524	3,000	1,237	2,000
Cotillion Program Revenue	82,920	52,376	50,000	16,460	36,000
Cotillion Program Expense	47,974	33,596	30,000	10,319	25,000
Net Cotillion Program	34,946	18,780	20,000	6,141	11,000
Total Academy Program					
Revenue	609,226	907,751	828,000	577,730	908,437

Expenses	384,497	602,673	526,000	232,510	603,354
Net	224,729	305,078	302,000	345,220	305,083

	21-22 Year End Financials	22-23 Year	Approved Budget 23-24	Sep-23	Predicted Year End 23-24
ADULTS					
Adult Spring					
Adult Revenue	49,951	94,480	40,000	81,892	81,892
Adult Supervision					
Adult Expenses	27,842	60,969	26,000	58,893	58,893
Net Spring	27,967	33,511	14,000	22,999	22,999
Adult Summer					
Adult Revenues	48,444	59,060	23,000	42,606	42,606
Adult Supervision	-				
Adult Expenses	32,972	42,913	16,100	15,726	29,824
Net Summer	15,472	16,147	6,900	26,880	12,782
Adult Fall					
Adult Revenues	36,319	29,647	25,000	8,781	14,000
Adult Supervision	-	-	-	-	-
Adult Expenses	24,364	14,449	16,250	351	8,450
Net Fall	11,955	15,198	8,750	8,430	5,550
Adult Winter					
Adult Revenues	30,834	36,416	23,000	33	14,000
Adult Supervision					
Adult Expenses	22,936	21,950	16,100	150	8,450
Net Winter	7,898	14,466	6,900	(117)	5,550
Total Adult Program					
Revenue	165,548	219,603	111,000	133,312	152,498
Supervision	-	-			
Expenses	108,114	140,281	74,450	75,120	105,617
Net	57,434	79,322	36,550	58,192	46,881

	21-22 Year End Financials	22-23 Year	Approved Budget 23-24	Sep-23	Predicted Year End 23-24
CAMPS					
CIT Revenue	21,000	23,429	23,000	33,079	33,079
CIT Expenses	1,275	11,143	11,500	12,059	12,059
Net CIT Camp	19,725	12,286	11,500	21,020	21,020

Angel Island Revenue	276,093	418,940	407,100	457,560	457,400
Angel Island Expense	153,776	242,797	250,000	297,907	292,000
Net Angel Island	122,317	176,143	157,100	159,653	165,400
Art & Garden Camp Revenue	42,140	43,914	30,000	39,320	39,320
Art & Garden Camp Expenses	17,327	23,823	17,500	17,063	17,063
Net Art & Garden camp	24,813	20,091	12,500	22,257	22,257
Fantastical Adventures Revenue	148,531	146,682	145,000	141,063	141,000
Fantastical Adventures Expenses	74,991	75,392	80,000	76,861	77,000
Net Camp FA	73,540	71,290	65,000	64,202	64,000
Total Camps					
Revenue	487,764	632,965	605,100	671,022	670,799
Expenses	247,369	353,155	359,000	403,890	398,122
Net	240,395	279,810	246,100	267,132	272,677
	21-22 Year	22-23 Year	Approved Budget	Sep-23	Predicted Year
	End Financials		23-24	23-24	End
			23-24		23-24
OTHER PROGRAMS					
Summer Youth Revenues	21,335	15,570	12,000	30,151	30,151
Summer Youth Expenses	14,180	10,277	7,800	12,838	19,598
Net Summer Youth	7,155	5,293	4,200	17,313	10,553
Taekwondo Program Revenues	35,177	31,034	28,000	(4,520)	(4,520)
Taekwondo Program Expenses	25,475	16,708	19,600	722	722
Net Taekwondo Program	9,702	14,326	8,400	(5,242)	(5,242)
Tennis Program Revenues	256,279	288,307	275,000	200,973	275,000
Tennis Program Expenses	194,100	225,090	212,000	156,316	216,000
Net Tennis Program	62,179	63,217	63,000	44,657	59,000
BB League Revenues	10,785	23,233	22,000	-	22,000
BB League Expenses	5,921	6,464	10,000	251	10,000
Net BB League Courts	4,864	16,769	12,000	(251)	12,000
Tennis Court Key Revenues	52,609	58,220	55,000	46,303	50,000
Tennis Courts Key Expenses	7,223	8,427	10,000	5,542	9,000
Net Tennis Courts	45,386	49,793	45,000	40,761	41,000
Special Event Revenues	6,126	15,478	19,500	13,119	18,594
Special Event Expenses	4,508	11,847	11,550	8,524	14,391

Net Special Events

	1,618	3,631	7,950	4,595	4,203
Clothing/Uniform		-	-	-	-
Clothing/Uniform Expenses	1,535	-	1,000	636	1,000
Net Clothing Sales	-	-	-	-	-
Brochure Ad Income	-	-	-	-	-
Brochure Expense	-	-	-	-	-
Total Other Program					
Revenue	382,311	431,842	411,500	286,026	391,225
Expenses	252,942	278,813	271,950	184,829	270,711
Net	129,369	153,029	139,550	101,197	120,514

	21-22 Year End Financials	22-23 Year	Approved Budget 23-24 23-24	Sep-23	Predicted Year End 23-24
FACILITY RENTALS					
Tiburon Community Room Revenue	-	-	-	-	-
Tiburon Community Room Expense	-	-	-	-	-
Net Tiburon Community Room	-	-	-	-	-
Belvedere Community Ctr Revenues	1,213	3,470	2,000	3,491	4,000
Belvedere Community Ctr Expense	-	-	400	-	-
Net Belvedere Community Ctr	1,213	3,470	1,600	3,491	4,000
Dairy Knoll Rental Revenue	2,610	1,020	3,000	1,440	2,500
Dairy Knoll Rental Expenses	-	18	400	-	200
Net Dairy Knoll	2,610	1,002	2,600	1,440	2,300
Total Facility Rentals					
Revenue	3,823	4,490	5,000	4,931	7,000
Expenses	-	18	800	-	200
Supervision	105	-	-	-	-
Net	3,718	4,472	4,200	4,931	6,800

DAIRY KNOLL

	21-22 Year End Financials	22-23 Year	Approved Budget 23-24 23-24	Sep-23	Predicted Year End 23-24
PG&E Electricity/Gas/ Solar	(7,369)	(8,187)	(7,500)	(6,484)	(10,000)
Water/Sewer	(1,211)	(1,542)	(1,800)	(797)	(1,800)
Internet	(3,250)	(2,750)	(3,400)	(750)	(3,400)
Telephone/Communication/Fire	(3,424)	(3,691)	(4,300)	(1,601)	(4,300)
Email service	(2,189)	(2,755)	(2,500)	(2,085)	(2,800)

Tech Support	-	(705)	(2,500)	(3,119)	(4,000)
Bldg Maintenance Expenses	(4,159)	-	(5,000)	(750)	(5,000)
Building Supplies	(1,142)	(6,171)	(2,000)	(3,030)	(3,000)
Custodial Supplies	(2,791)	(3,174)	(4,000)	(1,042)	(2,000)
Custodian	(8,134)	(11,571)	(16,000)	(8,405)	(15,000)
Total Dairy Knoll	(33,669)	(40,546)	(49,000)	(28,063)	(51,300)

ADMINISTRATIVE EXPENSES

	21-22 Year End Financials	22-23 Year	Approved Budget 23-24 23-24	Sep-23	Predicted Year End 23-24
Accounting and Payroll Charges/ADP	(5,317)	(6,472)	(6,250)	(10,931)	(20,000)
Audit	(11,400)	(12,000)	(12,700)	(12,000)	(12,000)
Auto Mileage Allowance	(1,251)	(1,945)	(2,000)	(755)	(1,500)
Bank Charges and Bank Purchases	(947)	(1,243)	(1,500)	(526)	(1,500)
Copy Machine	(7,824)	(7,253)	(9,600)	(7,613)	(9,000)
Credit Card Charges	(66,310)	(87,149)	(75,000)	(42,897)	(95,675)
Equipment	(22,757)	(3,296)	(3,000)	(315)	(7,000)
Fingerprinting	(784)	(788)	(1,000)	610	(800)
Office Supplies	(520)	(648)	(500)	(1,190)	(500)
Payroll Taxes	(26,302)	(27,583)	(27,000)	(23,943)	(30,000)
Postage	(5,324)	(6,101)	(6,500)	(312)	(3,000)
Professional Services	(6,375)	(150)	(2,000)	(3,382)	(7,000)
Publicity	(7,089)	(13,755)	(9,000)	(11,530)	(15,000)
Recognition	(4,210)	(6,454)	(5,000)	(4,320)	(6,000)
Registratrion Software	(17,598)	(17,448)	(20,937)	(20,937)	(20,937)
Workers Comp Insurance	(13,182)	(9,877)	(15,000)	(8)	(11,000)
Unemployment	(3,282)	(1,897)	(2,000)	(8,350)	(1,000)
Administrative Staff Payroll	(337,056)	(396,825)	(364,000)	(198,443)	(364,000)
Health & Dental	(58,751)	(73,199)	(68,000)	(39,787)	(68,000)
Conferences and Meetings	(1,026)	(9,344)	(2,000)	(458)	(800)
Mass Mutual Retirement Benefits	(30,169)	(37,573)	(37,050)	(16,511)	(33,500)
Administrative Expense	(20)	(348)	(250)	(250)	(250)
Brochures	(4,647)	(2,203)	(7,200)	-	(3,000)
Administrative Personnel Costs	(632,141)	(723,551)	(677,487)	(403,848)	(711,462)

SPECIAL EVENTS

	21-22 Year Projections	22-23 Year	Approved Budget 23-24 FY22-23	Sep-23	Predicted Year End FY22-23
Spring Carnival Revenue	770	4,186	4,000	4,485	4,485
Spring Carnival Expense	108	4,208	3,000	3,363	3,363
Spring Carinval Staffing	-	-	300	-	300
Net Spring Carnival	662	(22)	700	1,122	822

Tiburon Car Show	-	1,500	2,000	1,500	1,500
Car Show Expense	-	-	-	-	-
Car Show Staffing	-	-	-	-	-
Net Golf Tournament	-	1,500	2,000	1,500	1,500
Half Marathon Revenue	-	2,705	4,000	1,634	3,000
Half Marathon Expense	-	266	500	674	2,000
Half Marathon Staffing	-	-	-	-	-
Net Half Marathon	-	2,439	3,500	960	1,000
Halloween Carnival Revenue	2,908	4,128	4,000	4,000	4,109
Halloween Carnival Expense	2,281	3,416	3,000	3,200	2,778
Halloween Carinval Staffing	-	-	300	-	-
Net Halloween Carnival	627	712	700	800	1,331
Gingerbread Houses Revenue	2,448	2,920	3,000	-	3,000
Gingerbread Houses Expenses	1,969	2,483	1,900	-	1,900
Gingerbread Houses staffing	-	-	300	-	300
Net Gingerbread	479	437	800	-	800
Father Daughter Dance Revenue	-	-	2,500	-	2,500
Father Daughter Dance Expense	-	-	2,000	-	2,000
Father Daughter Dance Staffing	-	-	250	-	250
Net Father Daughter Dance	-	-	500	-	500
Misc Revenue	-	39	-	1,500	-
Misc Expense	150	1,474	-	1,287	1,500
Net Misc (SE-Misc)	(150)	(1,435)	-	213	(1,500)
Total Special Event Revenue	6,126	15,478	19,500	13,119	18,594
Total Special Event Expense	4,508	11,847	10,400	8,524	13,541
Total Special Event Staffing	-	-	1,150	-	850
Net Special Event	1,618	3,631	7,950	4,595	4,203

(missing AI Ad Race event info)



THE RANCH

DRAFT 24-25FY Budget &

Financial Information

THE RANCH MISSION STATEMENT

To enhance the experience of living in our community, to play an active role in making it be a happier, healthier and more filling place (and way) to live.

The Ranch has 6 revenue streams included in 24-25FY proposed budget:

1. YOUTH PROGRAMS

- Summer Camps
- Afterschool Programs
- Dance
- Cotillion
- Tot programs
- Teen programs
- Youth Basketball Leagues

2. ADULT PROGRAMS

- Fitness Classes
- Game Programs
- Misc. Arts, Languages
- Marin Social Sports

3. TENNIS

- Tennis Classes
- Tennis Key Sales

4. SPECIAL EVENTS

- Father Daughter Dance
- Spring Carnival
- Halloween Carnival
- Gingerbread with Santa
- Tiburon Classic Car Show
- Run Tiburon 5k 10k

5. FACILITY RENTALS

Population and participation information

2021 CENSUS TOTAL
POP TIB & BELV: 11,278

24% Youth - 76% Adults

- 5 and under: 327
- 5-9 years old: 679
- 10-14 years old: 1006
- 15-19 years old: 615
- 20-44 years old: 1866
- 45-64 years old: 3797
- 65+ years old: 2985

Average unique participants served a week for Fall programming				
PROGRAM AREA	Fall 2021	Fall 2022	Fall 2023	
TOTS	10	38	36	
TK-8TH	662	891	1300	
ADULTS	175	163	158	
MARIN SOCIAL SPORTS	320	512	288	
Tennis Keys	350	338	300	
TOTAL	1517	1942	2082	

2024-25 FY Budget created with the following in mind

- Demand for programming at lower elementary age still high
- School populations remain steady
- Minimum wage increasing Jan 1, 2024
- Part Time Staff Sick days increasing Jan. 1, 2024
- Look to subsidize need and growth with new contract services
- Eliminating contract services that were not up to our standards
- Implementing what we have so far learned from Town of Tiburon Survey results. Increasing marketing and brochure/mailler line item expenses

NOTES ON THE RANCH 23-24FY BUDGET CREATION:

- Our net programming and fee revenue is what covers our facility and admin expenses.
- When creating the annual budget, we strive to keep our facility and admin expenses to our remaining net revenue of around 40%.

THE RANCH 2024-25 Fiscal Year Draft Budget

Program Revenue (all revenue from in house and independent contractor programs)	\$1,968,260	96% of revenue
Rental Revenue	\$8000	1% of revenue
Processing Fees	\$70,000	3% of revenue
TOTAL REVENUE	\$2,046,260	

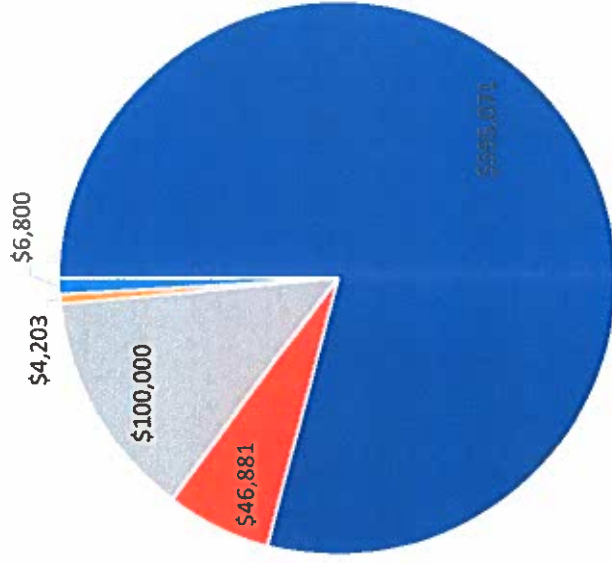
Program Expenses (all Independent Contractor payouts, program staff payroll, program supplies)	\$1,223,653	61% of expenses
Admin Expense (all buisness expenses and administrative staff payroll)	\$744,158	37% of expenses
Dairy Knoll Expense (building related expenses)	\$50,300	2% of expenses
TOTAL EXPENSES	\$2,018,111	

THE RANCH 24-25 NET PROJECTIONS	\$28,149
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Projected Program

Net Revenue for 2023-24

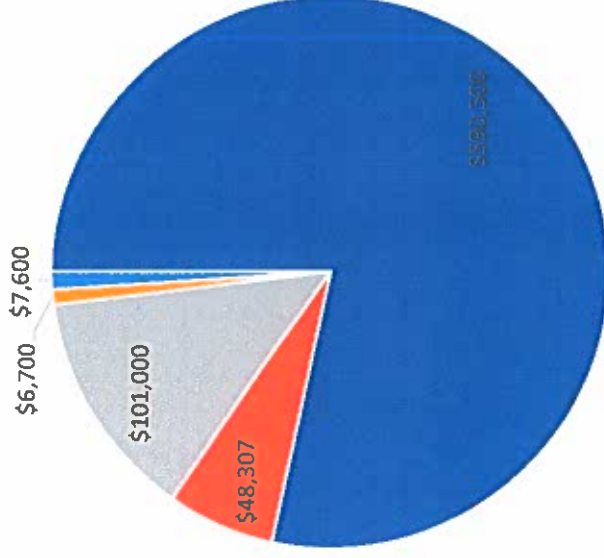
\$751,955



Draft Program

Net Revenue for 2024-25

\$754,107



THE RANCH RESERVE POLICY STATUS

Goal of policy is to keep in reserves 6 months worth of our annual non-program related expenses to cover any future catastrophe that would affect Ranch operations.

- Current total reserves as of 3/1/2023: \$406,235
- Expect to end the 23-24 FY with a net of approx. \$57,000 to total \$463,000 in reserves
- 50% of non program related expenses for draft 24-25 FY budget are: \$397,229 therefore this draft budget again meets our reserve policy goal and we predict to have an excess of \$68,000 in reserves as of 3/1/2024

THE RANCH RESERVES PROPOSED FUTURE USE

Proposed future use of excess reserves:

- Dairy Knoll Center interior maintenance 2024/2025 approx. \$35,000
- Tennis Court Resurfacing in 2028 approx. \$25,000

THE RANCH - BELVEDERE-TIBURON JOINT RECREATION COMMITTEE
Approved Budget for FY 23-24 - March 1, 2023 - February 29, 2024
DRAFT 2024-2025 BUDGET

	18-19 Year	19-20 Year	20-21 Year COVID YR	21-22 Year	22-23 Year	Predicted Year End 23-24	DRAFT 24-25
PROGRAM SUMMARY							
Academy Revenues	644,433	653,735	294,263	609,226	907,751	908,437	844,870
Academy Expenses	399,166	388,492	165,702	384,497	602,673	603,354	531,120
Net Academy Program	245,267	265,243	128,561	224,729	305,078	305,083	313,750
Adult Revenues	166,601	201,635	58,518	165,548	219,603	152,498	131,690
Adult Expenses	97,129	128,018	49,154	108,114	140,281	105,617	83,383
Net Adult Program	69,472	73,617	9,364	57,434	79,322	46,881	48,307
Camps Revenues	557,195	649,337	149,497	487,533	632,965	670,799	629,000
Camps Expenses	333,914	350,130	78,734	247,369	353,155	398,122	369,500
Net Camps Program	223,281	299,207	70,763	240,164	279,810	272,677	259,500
Other Program Revenues	424,690	388,244	186,318	382,311	431,842	391,225	362,700
Other Program Expenses	289,484	265,567	110,778	252,942	278,813	270,711	239,250
Net Other Program	135,206	122,677	75,540	129,369	153,029	120,514	123,450
Interest Income	-	-	2,412	244	4,554	-	-
Net non Program	-	-	2,412	244	4,554	-	-
Facility Rental Income	18,658	20,999	858	3,823	4,490	7,000	8,000
Facility Rental Expense	790	2,566	118	105	18	200	400
Total Facility Rental	17,868	18,433	740	3,718	4,472	6,800	7,600
Subtotal Program Revenue	1,811,577	1,913,950	689,454	1,648,441	2,201,205	2,129,959	1,976,260
Subtotal Program Expense	1,120,483	1,134,773	404,486	993,027	1,374,940	1,378,004	1,223,653
Program Net	691,094	779,177	284,968	655,414	826,265	751,955	752,607

REVENUE							
Fees Revenue	-	-	-	67,022	69,960	68,000	70,000
Community Contributions Revenue	-	-	124,730	68,600	-	-	-
EXPENSES							
Administrative Expenses	(678,565)	(654,680)	(475,920)	(632,141)	(723,551)	(711,462)	(744,158)
Dairy Knoll Expenses	(57,012)	(55,855)	(23,975)	(33,669)	(40,546)	(51,300)	(50,300)
Check adjustments (2019)	121	34,284					
Strategic planning expenses (2019)		(2,295)					
tennis court resurface (2019)		(13,000)					
Net Gain/Loss	(44,362)	87,631	(90,197)	125,226	132,128	57,193	28,149
Depreciation		27,180	18,399				
Net Operating Income after depreciation	(44,362)	60,451	(108,596)				
Year End Reserves from Audit	125,359	214,285	165,783	274,581	406,234		

	18-19 Year End Financials	19-20 Year End Financials	20-21 Year COVID YR End Financials	21-22 Year End Financials	22-23 Year End financials	Predicted Year End 23-24	DRAFT 24-25
ACADEMY							
Spring 2024(AC3)							
Academy Revenues	163,111	150,982	14,264	95,406	160,026	250,437	219,780
Academy Expenses and Contractor Payouts	65,416	57,458	10,661	34,425	72,603	138,800	80,277
Academy Payroll	43,645	36,090	17,236	32,010	41,554	49,654	52,560
Net Academy III	54,050	57,434	(13,633)	28,971	45,869	61,983	86,943

Fall 1 & 2 2024(AC1)							
Academy Revenues	151,539	200,180	209,178	226,698	337,111	320,000	325,602
Academy Expenses and Contractor Payouts	66,234	86,598	43,052	100,860	146,756	121,500	139,033
Academy Payroll	35,570	39,002	52,060	44,673	76,413	58,000	75,000
Net Academy I	49,735	74,580	114,066	81,165	113,942	140,500	111,569
Winter 2025 (AC2)							
Academy Revenues	166,912	151,278	65,720	165,346	313,693	260,000	224,938
Academy Expenses and Contractor Payouts	76,299	69,629	21,333	72,852	165,073	138,000	90,000
Academy Payroll	34,944	28,520	17,395	31,834	46,604	50,000	51,000
Net Academy II	55,669	53,129	26,992	60,660	102,016	72,000	83,938
Ballet Program Revenue	22,546	35,405	5,888	23,359	25,612	28,000	27,550
Ballet Program Expenses and Payroll	6,945	9,722	2,079	8,124	12,171	12,500	13,000
Net Ballet Program	15,601	25,683	3,809	15,235	13,441	15,500	14,550
Toddler Revenue	11,008	9,268	5	5,629	7,049	6,000	5,000
Toddler Expenses and Payroll	3,720	3,504	567	3,631	2,543	3,900	3,250
Net Toddler Program	7,288	5,764	(562)	1,998	4,506	2,100	1,750
Teen Revenue	18,562	19,209	378	9,868	11,884	8,000	6,000
Teen Expense	12,356	16,620	1,319	8,114	5,360	6,000	3,000
Net Teen Zone Program	6,206	2,589	(941)	1,754	6,524	2,000	3,000
Cotillion Program Revenue	80,635	83,058	(1,170)	82,920	52,376	36,000	36,000
Cotillion Program Expense	35,418	37,179	-	47,974	33,596	25,000	24,000
Net Cotillion Program	45,217	45,879	(1,170)	34,946	18,780	11,000	12,000
Total Academy Program							
Revenue	644,433	653,735	294,263	609,226	907,751	908,437	844,870
Expenses	399,166	388,492	165,702	384,497	602,673	603,354	531,120
Net	245,267	265,243	128,561	224,729	305,078	305,083	313,750

	18-19 Year	19-20 Year	20-21 Year COVID YR	21-22 Year	22-23 Year	Predicted Year End 23-24	DRAFT 24-25
	End Financials	End Financials	End Financials	End Financials			
ADULTS							
Adult Spring							
Adult Revenue	48,972	68,564	14,368	49,951	94,480	81,892	59,790
Adult Supervision	34,603	39,396	20,460	27,842	60,969	58,893	39,333
Net Spring	14,369	29,168	(6,092)	27,967	33,511	22,999	20,457
Adult Summer							
Adult Revenues	32,465	31,809	14,398	48,444	59,060	42,606	42,900
Adult Supervision							
Adult Expenses	13,030	27,736	9,520	32,972	42,913	29,824	25,200
Net Summer	19,435	4,073	4,878	15,472	16,147	12,782	17,700
Adult Fall							
Adult Revenues	34,503	57,547	12,666	36,319	29,647	14,000	15,000
Adult Supervision							
Adult Expenses	26,173	29,670	9,324	24,364	14,449	8,450	9,750
Net Fall	8,330	27,877	3,342	11,955	15,198	5,550	5,250
Adult Winter							
Adult Revenues	50,661	43,715	17,086	30,834	36,416	14,000	14,000
Adult Supervision							
Adult Expenses	23,323	31,216	9,850	22,936	21,950	8,450	9,100

Net Winter

	27,338	12,499	7,236	7,898	14,466
Total Adult Program					
Revenue	166,601	201,635	58,518	165,548	219,603
Supervision Expenses	97,129	128,018	49,154	108,114	140,281
Net	69,472	73,617	9,364	57,434	79,322

	5,550	4,900
	152,498	131,690
	105,617	83,383
	46,881	48,307

CAMPS

CIT Revenue
CIT Expenses
Net CIT Camp

	18-19 Year End Financials	19-20 Year End Financials	20-21 Year COVID YR End Financials	21-22 Year End Financials	22-23 Year
CIT Revenue	22,349	28,831	4,840	21,000	23,429
CIT Expenses	16,711	15,336	32	1,275	11,143
Net CIT Camp	5,638	13,495	4,808	19,725	12,286

	Predicted Year End 23-24	DRAFT 24-25
	33,079	28,000
	12,059	13,000
	21,020	15,000

Angel Island Revenue
Angel Island Expense
Net Angel Island

Angel Island Revenue	414,904	447,644	42,679	276,093	418,940
Angel Island Expense	261,067	254,453	11,078	153,776	242,797
Net Angel Island	153,837	193,191	31,601	122,317	176,143

	457,400	425,000
	292,000	260,000
	165,400	165,000

Art & Garden Camp Revenue
Art & Garden Camp Expenses
Net Art & Garden camp

Art & Garden Camp Revenue	20,060	25,327	38,325	42,140	43,914
Art & Garden Camp Expenses	10,141	14,092	17,887	17,327	23,823
Net Art & Garden camp	9,919	11,235	20,438	24,813	20,091

	39,320	36,000
	17,063	17,500
	22,257	18,500

Fantastical Adventures Revenue
Fantastical Adventures Expenses
Net Camp FA

Fantastical Adventures Revenue	99,882	147,535	63,653	148,531	146,682
Fantastical Adventures Expenses	45,995	66,249	49,737	74,991	75,392
Net Camp FA	53,887	81,286	13,916	73,540	71,290

	141,000	140,000
	77,000	79,000
	64,000	61,000

Net

	-	-	-	-	-
	-	-	-	-	-
Net	-	-	-	-	-

	-	-
	-	-
	-	-

Total Camps

Revenue
Expenses
Net

Revenue	557,195	649,337	149,497	487,764	632,965
Expenses	333,914	350,130	78,734	247,369	353,155
Net	223,281	299,207	70,763	240,395	279,810

	670,799	629,000
	398,122	369,500
	272,677	259,500

OTHER PROGRAMS

Summer Youth Revenues
Summer Youth Expenses
Net Summer Youth

	18-19 Year End Financials	19-20 Year End Financials	20-21 Year COVID YR End Financials	21-22 Year End Financials	22-23 Year
Summer Youth Revenues	26,404	13,000	13,715	21,335	15,570
Summer Youth Expenses	18,993	5,470	9,129	14,180	10,277
Net Summer Youth	7,411	7,530	4,586	7,155	5,293

	Predicted Year End 23-24	DRAFT 24-25
	30,151	15,000
	19,598	9,750
	10,553	5,250

Taekwondo Program Revenues
Taekwondo Program Expenses
Net Taekwondo Program

Taekwondo Program Revenues	45,444	43,738	13,696	35,177	31,034
Taekwondo Program Expenses	29,712	32,202	9,176	25,475	16,708
Net Taekwondo Program	15,732	11,536	4,520	9,702	14,326

	(4,520)	
	722	
	(5,242)	-

Tennis Program Revenues
Tennis Program Expenses
Net Tennis Program

Tennis Program Revenues	181,683	175,045	125,894	256,279	288,307
Tennis Program Expenses	125,465	127,641	77,256	194,100	225,090
Net Tennis Program	56,218	47,405	48,638	62,179	63,217

	275,000	255,000
	216,000	196,000
	59,000	59,000

BB League Revenues
BB League Expenses
Net BB League Courts

BB League Revenues	19,391	21,627	53	10,785	23,233
BB League Expenses	7,254	6,528	1,449	5,921	6,464
Net BB League Courts	12,137	15,099	(1,396)	4,864	16,769

	22,000	22,000
	10,000	10,000
	12,000	12,000

Tennis Court Key Revenues

Tennis Court Key Revenues	22,348	23,635	32,960	52,609	58,220
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	50,000	50,000
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Tennis Courts Key Expenses	5,212	5,808	5,368	7,223	8,427	9,000	8,000
Net Tennis Courts	17,136	17,827	27,592	45,386	49,793	41,000	42,000
Special Event Revenues	123,820	107,499	-	6,126	15,478	18,594	20,700
Special Event Expenses	84,447	69,445	1,396	4,508	11,847	14,391	14,000
Net Special Events	39,373	38,053	(1,396)	1,618	3,631	4,203	6,700
Clothing/Uniform	-	-	-	-	-	-	-
Clothing/Uniform Expenses	-	1,993	-	1,535	-	1,000	1,500
Net Clothing Sales	-	(1,993)	-	-	-	-	-
Brochure Ad Income	5,600	3,700	-	-	-	-	-
Brochure Expense	18,401	16,480	7,004	-	-	-	-
	(12,801)	(12,780)	(7,004)				
Total Other Program							
Revenue	424,690	388,244	186,318	382,311	431,842	391,225	362,700
Expenses	289,484	265,567	110,778	252,942	278,813	270,711	239,250
Net	135,206	122,677	75,540	129,369	153,029	120,514	123,450

	18-19 Year End Financials	19-20 Year End Financials	20-21 Year COVID YR End Financials	21-22 Year End Financials	22-23 Year	Predicted Year End 23-24	DRAFT 24-25
FACILITY RENTALS							
Tiburon Community Room Revenue	1,977	3,200	510	-	-	-	-
Tiburon Community Room Expense	135	-	-	-	-	-	-
Net Tiburon Community Room	1,842	3,200	510	-	-	-	-
Belvedere Community Ctr Revenues	7,165	10,201	183	1,213	3,470	4,000	4,000
Belvedere Community Ctr Expense	416	2,186	118	-	-	-	-
Net Belvedere Community Ctr	6,749	8,015	65	1,213	3,470	4,000	4,000
Dairy Knoll Rental Revenue	9,516	7,598	165	2,610	1,020	2,500	4,000
Dairy Knoll Rental Expenses	239	380	-	-	18	200	400
Net Dairy Knoll	9,277	7,217	165	2,610	1,002	2,300	3,600
Total Facility Rentals							
Revenue	18,658	20,999	858	3,823	4,490	7,000	8,000
Expenses	790	2,566	118	-	18	200	400
Supervision	-	-	-	105	-	-	-
Net	17,868	20,999	740	3,718	4,472	6,800	7,600

	18-19 Year End Financials	19-20 Year End Financials	20-21 Year COVID YR End Financials	21-22 Year End Financials	22-23 Year	Predicted Year End 23-24	DRAFT 24-25
DAIRY KNOLL							
PG&E Electricity/Gas/ Solar	(7,351)	(6,685)	(5,799)	(7,369)	(8,187)	(10,000)	(10,000)
Water/Sewer	(1,167)	(1,271)	(1,174)	(1,211)	(1,542)	(1,800)	(1,800)
Internet	(3,000)	(3,000)	(3,547)	(3,250)	(2,750)	(3,400)	(3,000)
Telephone/Communication/Fire	(3,927)	(4,109)	(3,704)	(3,424)	(3,691)	(4,300)	(4,000)
Email service	(2,599)	(1,719)	(2,855)	(2,189)	(2,755)	(2,800)	(2,500)
Tech Support	(2,830)	(2,061)	(1,692)	-	(705)	(4,000)	(4,000)
Bldg Maintenance Expenses	(7,807)	(2,115)	(1,796)	(4,159)	-	(5,000)	(5,000)
Building Supplies	(4,502)	(2,586)	(501)	(1,142)	(6,171)	(3,000)	(3,000)
Custodial Supplies	(2,057)	(1,428)	(1,899)	(2,791)	(3,174)	(2,000)	(2,000)
Custodian	(21,772)	(30,881)	(1,008)	(8,134)	(11,571)	(15,000)	(15,000)
Total Dairy Knoll	(57,012)	(55,855)	(23,975)	(33,669)	(40,546)	(51,300)	(50,300)

	18-19 Year	19-20 Year	20-21 Year COVID YR	21-22 Year	22-23 Year	Predicted Year End	DRAFT 24-25
ADMINISTRATIVE EXPENSES							

	End Financials	End Financials	End Financials	End Financials		23-24	
Accounting and Payroll Charges/ADP	(4,101)	(6,124)	(5,560)	(5,317)	(6,472)	(20,000)	(20,000)
Audit	(9,900)	(10,300)	(11,000)	(11,400)	(12,000)	(12,000)	(13,200)
Auto Mileage Allowance	(2,216)	(1,694)	(196)	(1,251)	(1,945)	(1,500)	(2,000)
Bank Charges and Bank Purchases	(837)	(976)	(1,006)	(947)	(1,243)	(1,500)	(1,500)
Copy Machine	(7,703)	(7,650)	(8,669)	(7,824)	(7,253)	(9,000)	(9,000)
Credit Card Charges	(11,134)	(48,744)	(28,435)	(66,310)	(87,149)	(95,675)	(96,000)
Equipment	(3,368)	(4,110)	(117)	(22,757)	(3,296)	(7,000)	(4,000)
Fingerprinting	(980)	(1,327)	(392)	(784)	(788)	(800)	(1,000)
Office Supplies	(5,155)	(3,955)	(253)	(520)	(648)	(500)	(500)
Payroll Taxes	(23,453)	(27,399)	(23,760)	(26,302)	(27,583)	(30,000)	(32,000)
Postage	(6,890)	(3,835)	(1,543)	(5,324)	(6,101)	(3,000)	(6,000)
Professional Services	(7,125)	(2,950)	(2,575)	(6,375)	(150)	(7,000)	(5,000)
Publicity	(8,938)	(9,618)	(3,829)	(7,089)	(13,755)	(15,000)	(11,000)
Recognition	(5,848)	(6,267)	(1,500)	(4,210)	(6,454)	(6,000)	(5,000)
Registratrion Software	(42,500)	(17,793)	(17,448)	(17,598)	(17,448)	(20,937)	(20,937)
Workers Comp Insurance	(19,738)	(16,901)	(14,992)	(13,182)	(9,877)	(11,000)	(15,000)
Unemployment	-	(1,069)	(14,078)	(3,282)	(1,897)	(1,000)	(2,000)
Administrative Staff Payroll	(385,931)	(358,105)	(278,552)	(337,056)	(396,825)	(364,000)	(379,351)
Health & Dental	(87,612)	(83,166)	(54,050)	(58,751)	(73,199)	(68,000)	(78,000)
Conferences and Meetings	(1,749)	(3,510)	(613)	(1,026)	(9,344)	(800)	(2,000)
Mass Mutual Retirement Benefits	(43,129)	(38,917)	(7,352)	(30,169)	(37,573)	(33,500)	(34,420)
Administrative Expense	(258)	(270)	-	(20)	(348)	(250)	(250)
Brochures/Mailers	-	-	-	(4,647)	(2,203)	(3,000)	(6,000)
Administrative Personnel Costs	(678,565)	(654,680)	(475,920)	(632,141)	(723,551)	(711,462)	(744,158)

SPECIAL EVENTS

	18-19 Year	19-20 Year	20-21 Year COVID YR	21-22 Year	22-23 Year	Predicted Year End FY22-23	DRAFT 24-25
	End Financials	End Financials	End Financials	Projections			
Spring Carnival Revenue	-	3,875	-	770	4,186	4,485	4,200
Spring Carnival Expense	1,247	3,058	1,247	108	4,208	3,363	3,000
Spring Carinval Staffing	-	184	-	-	-	300	500
Net Spring Carnival	(1,247)	633	(1,247)	662	(22)	822	700
Tiburon Car Show	-	19,926	-	-	1,500	1,500	2,000
Car Show Expense	-	15,642	-	-	-	-	-
Car Show Staffing	-	-	-	-	-	-	-
Net Golf Tournament	-	4,284	-	-	1,500	1,500	2,000
Half Marathon Revenue	-	13,371	-	-	2,705	3,000	5,000
Half Marathon Expense	-	3,651	-	-	266	2,000	2,000
Half Marathon Staffing	-	552	-	-	-	-	-
Net Half Marathon	-	9,168	-	-	2,439	1,000	3,000
Halloween Carnival Revenue	-	5,060	-	2,908	4,128	4,109	4,000
Halloween Carnival Expense	-	2,548	-	2,281	3,416	2,778	3,000
Halloween Carinval Staffing	-	-	-	-	-	-	500
Net Halloween Carnival	-	2,512	-	627	712	1,331	500
Gingerbread Houses Revenue	-	1,440	-	2,448	2,920	3,000	3,000
Gingerbread Houses Expenses	-	1,139	-	1,969	2,483	1,900	1,900
Gingerbread Houses staffing	-	230	-	-	-	300	300
Net Gingerbread	-	71	-	479	437	800	800
Father Daughter Dance Revenue	-	2,765	-	-	-	2,500	2,500
Father Daughter Dance Expense	-	1,162	-	-	-	2,000	1,000
Father Daughter Dance Staffing	-	-	-	-	-	250	300

Net Father Daughter Dance

-	1,603	-	-	-
Misc Revenue	-	-	-	39
Misc Expense	149	7,664	149	150
Net Misc (SE-Misc)	(149)	(7,664)	(149)	(150)
Total Special Event Revenue	-	86,168	-	6,126
Total Special Event Expense	1,396	51,147	1,396	4,508
Total Special Event Staffing	-	1,508	-	-
Net Special Event	(1,396)	33,513	(1,396)	1,618

500	1,500
-	-
1,500	1,500
(1,500)	(1,500)
18,594	20,700
13,541	12,400
850	1,600
4,203	6,700

(missing AI Ad Race event info)